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THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 9 □ NO. 4 □ April 1989

SHOW PREVIEW

RESTAURANTSUSA

The industry sees itself at the SHOW

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ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management

4/18	Grand Rapids, MI
4/19	Milwaukee, WI
4/26	Chicago, IL
5/2	Washington, DC
5/29	Calgary, Alberta, Canada
5/30	Vancouver, BC, Canada
6/6	Cincinnati, OH
6/7	Louisville, KY
6/13	Atlantic City, NJ
6/20	Indianapolis, IN
6/22	Chicago, IL

Kitchen Management

4/17	Washington, DC
4/19	Chicago, IL
4/24	Austin, TX
4/25	Fort Worth, TX
5/8	Portland, OR
5/9	Seattle, WA
5/16	Colorado Springs, CO
6/6	Harrisburg, PA
6/12	Chicago, IL
6/12	Los Angeles, CA
6/13	Burlingame, CA
6/27	Honolulu, HI

Foodservice Management Courses

Banquet Management

6/6	Minneapolis, MN
6/8	Cambridge, MA
6/14	Chicago, IL

Food Cost Management

4/25	King of Prussia, PA
4/26	Rockville, MD
6/6	Seattle, WA
6/7	Eugene, OR
6/15	Chicago, IL
6/27	Portland, ME

Off-Premises Catering

4/25-26	San Antonio, TX
5/24-25	Miami, FL
6/6-7	San Francisco, CA

Planning Successful Buffets

4/17	Hartford, CT
4/24	Chicago, IL
5/8	Boston, MA
6/12	Portland, OR
6/13	Seattle, WA
6/26	Chicago, IL

Profitability

4/17	Chicago, IL
6/7	New Orleans, LA
6/8	Tampa, FL
6/19	Chicago, IL

Seminars Scheduled During Show

5/21	Banquet Management
5/21	Creating, Planning and Implementing Successful Buffets
5/21	Dining Room Management
5/21	Do it Yourself Public Relations
5/21	Food Cost Management
5/21	Hiring In a Tight Labor Market
5/21	Increasing Sales
5/21	Kitchen Management
5/21	Menus that Sell
5/21	Perfecting Your Culinary Skills
5/21	Profitability
5/21	Soups and Sauces

For information, contact:
Educational Foundation of the National Restaurant Association
250 South Wacker Drive
Chicago, IL 60606
(312) 715-1010 or 1-800-522-7578.

If your company is interested in our in-house programs, call or write to the attention of Jeff Harrison at the above address.

EXECUTIVE STUDY GROUP SERIES

Food Purchasing Managers
5/18-19 Chicago, IL

Management Information Systems
4/18-21 San Antonio, TX

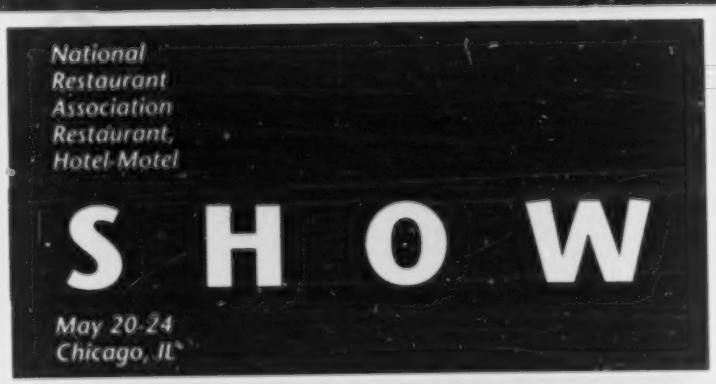
Marketing Executives
5/17-20 Chicago, IL

Multi-unit Architects, Engineers and Construction Officers (MAECO)
5/17-19 Chicago, IL

Quality Assurance
4/26-28 Cincinnati, OH

The Executive Study Groups present semi-annual professional development programs for executives who would like to meet with their industry peers to share ideas and concerns. Executives in each of the aforementioned disciplines from member foodservice companies are welcome and encouraged to participate.

For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.



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PRESIDENT'S REPORT

Jim L. Peterson, President and Chief Executive Officer
Whataburger, Inc., Corpus Christi, TX

Minimum wage passes House

The minimum wage issue is on the Congressional burners. On March 23, the House of Representatives passed legislation to increase the minimum wage to $4.55 per hour over the next three years with a training wage at 85 percent of the minimum for first hires.

President Bush, who has called for an increase to only $4.25 and a training wage for *all new* hires, is likely to veto the legislation in its present form. The Senate is expected to take action on its version of the minimum wage bill after its Easter recess.

Your association is opposed to any increase in the minimum wage. Through a tremendous grassroots effort, similar legislation was stopped last year. Call or write your Senators today to express your feelings on this issue and to prevent a hike in the minimum wage.

Alternative bill to parental leave would give tax incentives

Parental leave continues to be an issue of great concern to the foodservice industry. An alternative bill, recently proposed in the House of Representatives, is designed to encourage "family-sensitive employment policies" through tax incentives. The bill would allow a company a 50 percent deduction for the cost of providing family leave to workers who need extended time off to care for a newborn or sick child, spouse or parent. Representative Thomas Bliley (R-VA), who introduced the bill, says it will give employers incentives to help employees meet family demands

Your association continues to oppose parental leave, and it is pressing for such alternative proposals and for legislation that will foster the creation of more child-care facilities.

Help repeal cumbersome Section 89

Section 89 of the tax law, which requires employers to run tests to see whether benefit plans discriminate in favor of higher-paid workers, is proving to be complicated, cumbersome and costly, as many of you have discovered. Though new measures have been taken by the IRS to ease compliance by employers, your association supports a repeal of Section 89. The repeal bill, introduced to the House by Congressman John LaFalce (D-NY) and to the Senate by Trent Lott (R-MS), already has nearly 200 supporters in the House. A strong public opposition to Section 89 will hasten its repeal. Please write or call your congressional representative.

Dinner decision study has valuable marketing info

A National Restaurant Association study offers new insight into the decisions made by the consumer in choosing a restaurant, insights that could be used in your marketing strategies. *Dinner Decision-Making: A Consumer Attitude Survey* provides valuable demographic information about the customers who patronize certain types of establishments.

According to the survey, consumers decide what type of establishment to patronize based on one of five major reasons: desire for amusement, desire for a nice meal out, a craving, desire to make certain everyone gets something to eat, and desire to eat conveniently.

Copies of the study are available through the association's publications department. The cost is $25 for members and $50 for nonmembers, plus postage and handling.

Pro-Motion focuses on environmental, community issues

The Bush administration is asking private citizens and businesses to lend a hand with regard to environmental concerns and assistance to the disadvantaged. The association's latest "Pro-Motion" newsletter provides information on how restaurateurs can position themselves as community leaders. Covering such topics as recycling, raising funds for charities and feeding the homeless, this special issue gives tips on how you can win favorable publicity and new patrons while you help those who need help the most. Subscriptions to "Pro-Motion" are available through the communications department at the association's Washington office.

Association task force spearheads industry waste management efforts

Disposal of solid waste is rapidly becoming a major community problem in this country. Although foodservice accounts for less than one-third of one percent of all solid waste in the nation's landfills, our industry is often singled out and blamed for the solid-waste problem.

An association task force has been appointed to spearhead the industry's efforts to resolve our waste problems. The task force is directed to help solve the problem on the national level, but individual foodservice companies should be introducing voluntary measures and working with officials on the local level.

The association cautions all communities to avoid single solutions to waste problems and to consider multifaceted strategies that include a variety of promising techniques. Included among these are source-reduction, voluntary recycling programs, waste-to-energy conversion and limited land filling.

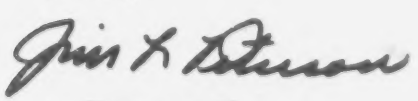
Come to the Show

There is still time to clear May 20 through May 24 on your calendar and prepare to attend the National Restaurant Association Restaurant, Hotel/Motel Show. During the Show, Chicago's McCormick Place will showcase 1,800 exhibitors and dozens of educational programs. Plan now to join me and more than 100,000 of your colleagues in Chicago. This event is not to be missed if you want to stay abreast of industry trends and developments.

Welcome new members

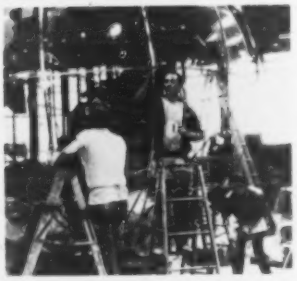
Last month, 109 new members joined your association. We welcome them among our ranks and assure them that their participation in our programs will strengthen both their own businesses and the industry as a whole.

Sincerely,



Jim L. Peterson
President and Chairman of the Board

COVER STORY: THE INDUSTRY SEES ITSELF AT THE SHOW



20 The 70th Annual National Restaurant Association Restaurant, Hotel-Motel Show to be held in Chicago on May 21 through May 24 will bring together restaurateurs and suppliers from all over the country—and the world. This pre-Show newsletter gives a complete preview of events and attractions and includes a schedule for quick reference.

SPECIALS

8 Can the labor agenda be beaten by small business?
Just what will happen with labor's agenda in Congress is a question that will affect every restaurant in the country, as federal legislation on minimum wage, parental leave and mandated health benefits is poised for action on both the House and Senate floors. This article gives a detailed—and easy-to-understand—analysis of these complicated bills and underscores the importance of grassroots involvement.

12 Treat your people like winners
The key to creating a positive work environment is treating your employees like they are important, productive team members. This sounds simple, but it may involve readjusting some long-held attitudes. This "Year of the Employee" article starts with a self-analysis to assess your people skills and then takes you through exercises to improve your relationships with your employees.

17 Secrets of the aisle
Attending a convention can be tiring, confusing and challenging. And with 1,800 exhibitors at the National Restaurant Association Restaurant, Hotel-Motel Show, the task may seem formidable. Here is an eight-step system to get the full value out of this year's Show.

28 Japan: Land of the Rising Sun beckons to American foodservice
Despite its own complex and all-encompassing culture, Japan is a country open to Western customs and ideas—especially U.S. food and dining styles. Foodservice companies from the United States have experienced great success selling "all-American" products, including pizza, fried chicken, burgers, bagels and ice cream, to an eager Japanese market. Don't miss the Foodservice Trends Special on foreign travel to the United States and how restaurateurs can capture the lucrative tourist market.

34 Sausages—new varieties
The sausages of today are a far cry from their traditional roots, as chefs experiment with a variety of ingredient combinations and presentations.

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"Early Bird" report from Florida Restaurant Association

Early Bird dinners are a solid marketing tool for restaurateurs and a very good buy for the dining public, according to a comprehensive survey by the Florida Restaurant Association (FRA), which included member restaurants from all over the state.

Seventy-seven percent of the restaurants offering Early Birds reported that their customer count has increased as a result. Of that total, 11.3 percent said their patron count is up between 26 and 30 percent, and 26.1 percent indicated an 11 to 25 percent gain. Another 24.8 percent realized an increase of 1 to 10 percent.

Just over half—50.9 percent—of FRA member restaurants offer Early Bird specials, the survey showed, and a third of the Early Bird restaurants have had these specials for more than five years.

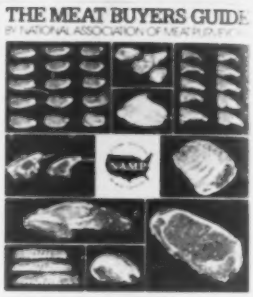
Other findings:

- The average Early Bird check is $7.46, compared to $9.83 during regular hours.
- Sixty percent of the Early Bird restaurants have a different menu during the special hours.
- Of those restaurants with Early Bird specials, 85 percent offer the discounted meals on weekends as well as weekdays.
- Eighty percent of the restaurateurs reported that more than half of their Early Bird patrons are older than 55.

Domino's targets corporate customers

Domino's two Manhattan outlets are targeting corporate customers in the Wall Street area and are testing acceptance of the American Express card.

Meat buyers guide updated



The National Association of Meat Purveyors (NAMP) has updated *The Meat Buyers Guide*—the first revision in 12 years. The new edition has been expanded by more than 80 pages and includes USDA's revised Institutional Meat Purchasing Specifications (IMPS), new full-color photos of cuts and a glossary of commonly used terms for hotel, restaurant and institutional foodservice meat buying.

A completely new section has been added for "Further Processed Meats and Byproducts." Also new are marbling photographs, which describe grading levels, and a NAMPometer that identifies safe cooking and storage temperatures.

The new edition of *The Meat Buyers Guide* is on sale for $35 plus $3.75 postage through the NAMP office. For more information contact NAMP at (703) 827-5754 or by mail at 8365-B Greensboro Drive, McLean, Virginia 22102.

A summer work/study experience at Furr's Cafeteria

More than $257,000 in scholarships, fellowships and grants was awarded by the Educational Foundation of the National Restaurant Association to foodservice/hospitality students, educators and administrators in the 1988–1989 academic year.

Some 1,200 students from around the country competed for 157 scholarships ranging from $500 to $10,000. The scholarship applicants were judged on criteria that included cumulative grade-point averages, professional goals, foodservice work experience and financial need. Scholarships were awarded to students of both two and four-year programs.

The educational foundation also awarded teacher work/study grants and seven fellowships to instructors and administrators of foodservice/hospitality programs.

The $2,000 teacher work/study grants provide hands-on experience for award recipients during an eight-week work period spent in a foodservice/hospitality line or staff position. The seven fellowships are awarded to foodservice/hospitality teachers or administrators to continue their studies at the graduate level.

For further information, contact: The Educational Foundation of the National Restaurant Association, 250 South Wacker Drive, Suite 1400, Chicago, IL 60606-5834, or call (312) 715-1010.

I was one of the fortunate recipients of a work/study grant offered by the Educational Foundation of the National Restaurant Association

Arby's new "Hall of Fame"

Arby's, Inc. has created the "Arby's Hall of Fame" and has inducted five exemplary employees as its first members.

Arby's Hall of Fame honors employees who have exhibited commitment to the company through consistently good work and tenure. The first inductees are Karen Sheiledy, director of franchise administration, who has been with Arby's 11 years; George Nadvit, vice president of operations, 17 years; Dick Holbrook, vice president, operations development and training, 18 years; Ruth Bresnahan, director of compensation and benefits, 19 years; and Larry Krueger, senior vice president, marketing, 9 years.

"1989 is our 25th anniversary, and we wanted to create a prestigious, lasting honor for employees who have made substantial contributions," said Leonard Roberts, Arby's president and chief executive officer. "Karen, George, Dick, Ruth and Larry are real heroes within our organization. They're the ones behind the Arby's personality."

Each year, one or two additional employees will be inducted into the Hall of Fame.

"Cheers" star at DC Bartenders' Ball

Kelsey Grammer, star of the NBC-TV hit "Cheers," is flanked by compatriots Linda Jackson (left) and Lori Saltz at the Eleventh Annual Washington DC Bartenders' Ball. This year marked the fourth year in a row that Grammer flew out from California to partake in the fundraiser, which will contribute more than $80,000 to local charities.

Educating the educator. Mort Sarabakhsh learned a lot from his fellow line workers at Furr's Cafeteria in San Diego. Sarabakhsh's employment at the cafeteria was sponsored by a work/study grant from the association's educational foundation.

in 1988. The basic goal of this grant is to encourage hospitality educators to work in the industry and to share their experience with students. I worked more than 320 hours at Furr's Cafeteria in San Diego, California.

According to my work/study grant, I had to work in a line or staff position, not as a consultant or researcher. Working as a line employee was an exciting and interesting experience because I observed the operation from an employee's point of view rather than as a manager. I worked in both the front and back of the house.

After a video orientation, I began as a server in the cafeteria line. I served salads, entrees, vegetables, breads, desserts and beverages. I was struck with how servers on the cafeteria line can increase food sales and guest tickets by their suggestions to customers. For example, I observed that some guests were overwhelmed by the large variety of food in front of them. These guests could not make up their minds and make a selection. This uncertainty on the part of guests hampered traffic flow. If a cafeteria serves between 1,200 and 2,000 customers per day, as we did at Furr's, it cannot afford to slow down its traffic line. Assisting guests by suggesting an item adds to efficiency. My experience showed that most guests take the server's suggestions.

Kitchen: favorite post

Working in the kitchen was my favorite part of the experience. I used a variety of commercial kitchen equipment, and I prepared vegetables and salads, fried foods and baked entrees, pies and cakes.

More than 70 percent of Furr's employees were Hispanics, and many did not speak English well. Many of these employees had immigrated from Mexico and were granted permanent residency under the new immigration amnesty law passed by Congress. To communicate better, I attempted to learn Spanish words and phrases. This initiative impressed my Hispanic colleagues and opened up a lot of doors for better communication. Other employees were originally from the Philippines, Cuba, Haiti and Cambodia. They were intelligent and hardworking employees.

I learned that our students need to cultivate a positive attitude toward employees who cannot speak English, since an employee's intelligence and ability usually bear no relationship to his or her ability to speak a language. I will now advise my students to add a second language as part of their education in the hospitality curriculum.

In sum

I think an educator in any discipline, but especially in the hospitality field, needs to come out of the classroom and work in the field; and then he or she must share these practical experiences with students. Practical experiences give faculty a realistic view of the hospitality industry. Our students need and deserve to be trained for a pragmatic world. We must not fail them.

—Mort Sarabakhsh, Ph.D., C.H.A., Director of Hotel, Motel, Restaurant Management Program, North Dakota State University

Update

House votes to raise minimum wage

On March 23, the U.S. House voted 248 to 171 to raise the minimum wage from $3.35 an hour to $4.55 an hour by 1991 and to create a new 60-day training wage of $3.35 for first-time job holders.

If passed by the Senate in its current form, the legislation invites a veto from President Bush, who has said he will not accept more than $4.25 an hour and wants a six-month training wage of $3.35 for all newly hired workers—not just first-time job holders. The National Restaurant Association is now lobbying members of Congress to support President Bush in his likely veto.

Thanks to months of heavy pressure from restaurateurs and other businesspeople, the House measure includes provisions to move the tip credit to 50 percent and bring more businesses under the small-business exemption.

The vote in the House was unexpectedly close, leaving pro-wage-hike advocates less confident that they'll be able to muster the two-thirds majority needed to override a presidential veto. Voting margins in the Senate are also expected to be tight.

By a vote of 98-321, the House defeated an amendment by Rep. George Miller (D-CA) to increase penalties against employers who violate the minimum-wage and overtime provisions of the Fair Labor Standards Act.

DC ROUNDUP

□ *Half of House supports "89" repeal.* More than 250 members of the House have thrown their weight behind H.R. 634, a bill to repeal complicated new "Section 89" tax laws that require employers to run tests to see whether benefit plans discriminate in favor of higher-paid workers.

Restaurateurs are among the thousands of employers finding that complying with the law is both costly and cumbersome. Even the Internal Revenue Service took more than two years to write regulations to explain the law, releasing only a partial set of rules in the March 7 *Federal Register.*

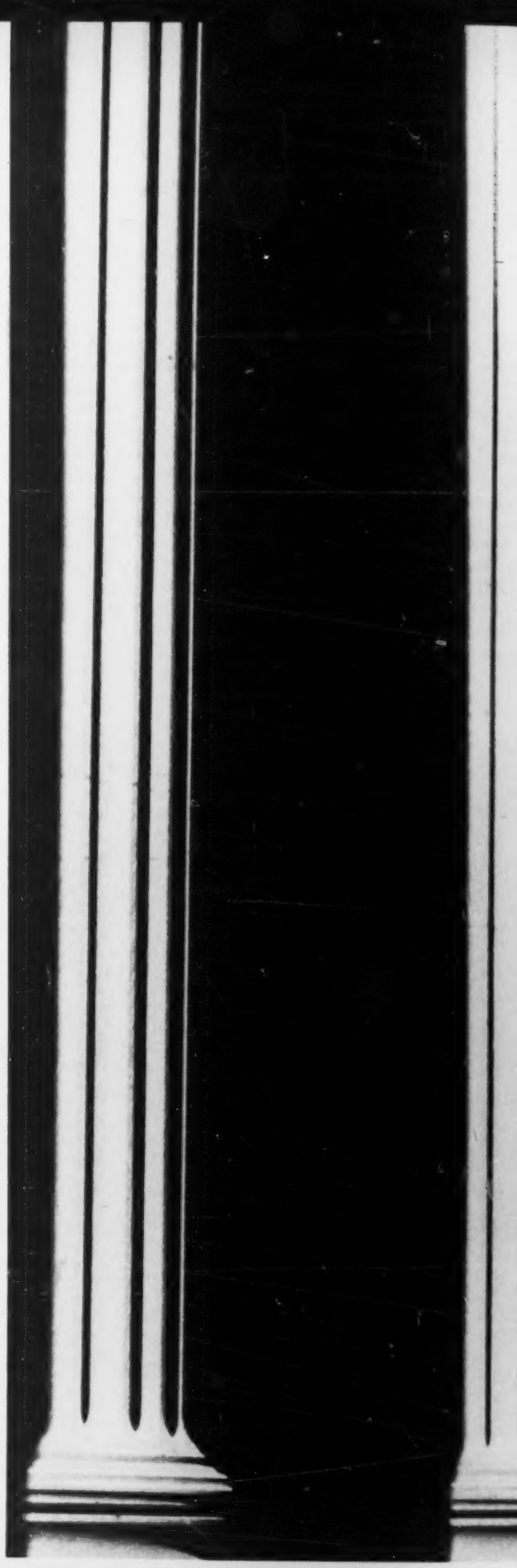
The National Restaurant Association urges its members to keep reminding Congress about problems with Section 89.

□ *Treasury votes "no" on TJTC extension.* On March 15, the U.S. Treasury Department argued against extending the Targeted Jobs Tax Credit (TJTC) beyond its expiration date of December 31, 1989, claiming the credit does not encourage employers to hire targeted employees.

The National Restaurant Association disagrees and is lobbying for an extension. It is supplying Congress with statistics and TJTC success stories in foodservice operations.

□ *High-risk bill resurfaces.* Sen. Howard Metzenbaum (D-OH) has reopened the debate on whether to create a new federal bureaucracy to notify workers that they may face job-related health risks, introducing S. 582 on March 15. Hard-fought employer battles were responsible for defeating similar legislation last year.

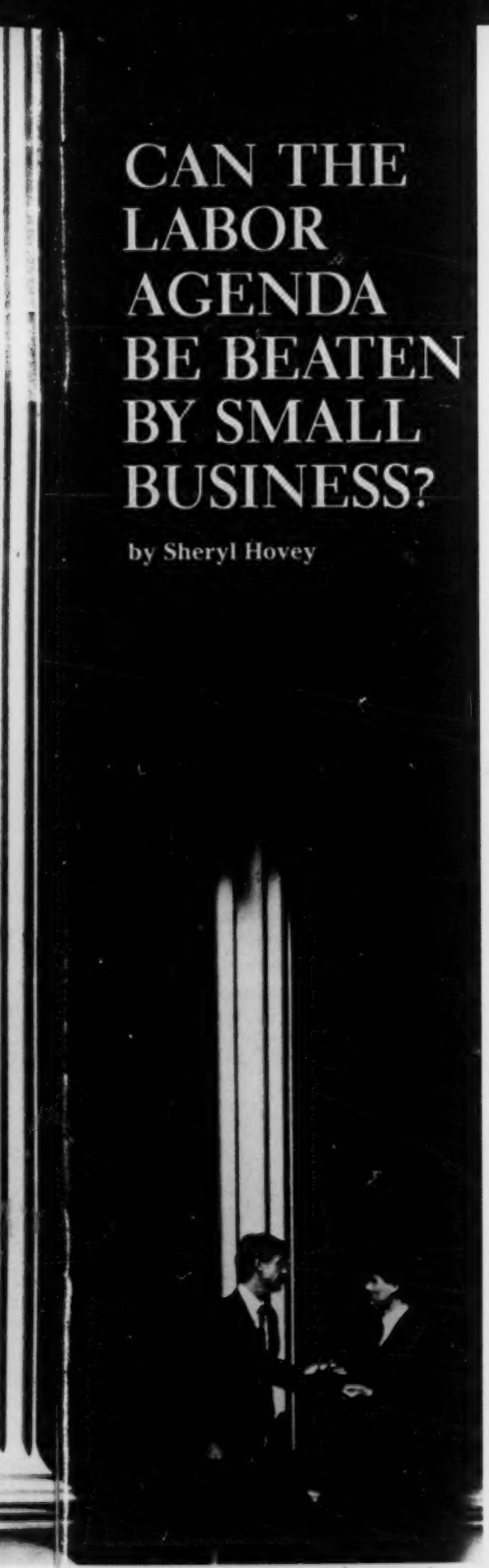
—Denise Roach



Julie Houck/Uniphoto

CAN THE LABOR AGENDA BE BEATEN BY SMALL BUSINESS?

by Sheryl Hovey



John Weichman runs Weichman's All Seasons Restaurant, one of the most popular restaurants in Mobile, Alabama. Still, in an area hit hard by tough times in the oil business, his profit margin is only 2 to 7 percent before taxes. But that profit could be wiped out quickly by unforeseen events, notes Weichman, such as the passage of legislation on labor's agenda—raising the minimum wage, mandating parental leave and employer-paid health-care benefits. If passed, "these bills will affect our very survival," he contends.

That's why small business is working together to try to prevent these bills from becoming law, building on earlier lobbying successes. "Before last year's battle, labor didn't think about small business's ability to respond and put pressure on Congress," says Weichman. "Now labor is probably burning candles to figure out a way to neutralize our impact. We're going to be prepared for an even harder fight this year."

Minimum wage—the first battle

Small business's first battle is over the minimum wage. Capitol Hill lawmakers have made raising the current $3.35-an-hour minimum to $4.65 over the next three years one of their top priorities. Stalled for the past two years by former President Reagan's staunch opposition to any increase, the debate is likely to take a different turn this year.

Already, the House has okayed a bill to raise the wage to $4.55 by October 1, 1991, and the Senate is likely to follow suit early this month. Both House and Senate bills include a number of concessions to business groups, including the National Restaurant Association-driven push for a higher tip credit and a wider exemption for small businesses.

Still, the legislation promises to draw fire from President Bush, who has vowed to veto any legislation that raises the minimum wage above $4.25 an hour and does not include a six-month training wage for new hires. The House bill proposes a limited training wage, available only for 60 days and only to first-time job holders. A presidential veto is almost certain.

The proposed wage rates continue to raise the ire of small business, which has consistently fought any increase in the minimum wage. "We feel the marketplace has worked well, so we feel the marketplace should rule," says National Restaurant Association President and Chairman of the Board Jim L. Peterson. If passed, legislation raising the minimum wage would result in higher labor costs. To absorb those costs, employers would have to cut back on the number of workers they employ or pass the bill along to customers, say small-business owners. Businesses struggling to break even would probably be forced to close their doors because the added costs would be too large to pass along.

Weichman, who employs 67 workers, estimates that a minimum-wage increase of 50 cents an hour would cost him close to $50,000 a year. "Since I don't get increased productivity from my workers, it's strictly an inflationary step that I would try to pass on," he says. But he anticipates that such a pass-on would cost him customers.

Small business is flooding Congress with messages

Last year, small business persuaded Congress to reject high wage hikes. Hoping for a similar outcome this year, small-business owners are flooding congressional offices with letters, mailgrams and phone calls urging their representatives to oppose this year's proposal. Many are also visiting those offices to deliver their messages in person.

Grassroots participation is the key to effective lobbying, says National Restaurant Association Government Affairs Director Mark Gorman. "Any senator or congressman will tell you that it means a lot more to hear from his own constituents about how a minimum-wage increase is going to affect their businesses than it does to have an association lobbyist give the big picture."

Last year, members of the National Restaurant Association sent 102,000

Sheryl Hovey is a freelance writer in Arlington, Virginia.

"We think that the more they know about how this legislation will affect small business, the more likely they are to vote against it."

messages to Congress opposing the increase in the minimum wage. On the day the Senate dropped the bill, more than 300 association members were in the Capitol, poised to visit their representatives. "It is this kind of grassroots activity that can change the course of legislation," says Gorman.

Also effective in the battle to stop proposed increases is the Minimum Wage Coalition To Save Jobs. Its members, small business and service sector people, continue to study the effects of raising the minimum wage, to educate new congressmen, to remind others of small business's position and to coordinate lobbying campaigns among small-business groups. The coalition was instrumental in getting the President to moderate his call for a minimum-wage increase by including a training wage.

Public favors increase

In its battle to prevent a minimum-wage increase, small business faces a number of formidable opponents, including public opinion. A Gallup poll released last summer revealed that 76 percent of Americans—regardless of political party, age, sex or geographic area—favor a minimum-wage increase; only 24 percent oppose it.

The Citizens Committee For A Just Minimum Wage, a coalition of some 70 labor, civil rights, religious and women's groups, is leading the charge for a minimum-wage increase. The committee says the current minimum wage is unacceptable because it has stayed the same since 1981.

Small business disagrees, pointing to Department of Labor (DOL) statistics produced in March. If the minimum were raised to $4.65, DOL calculated that 650,000 jobs would be lost. However, if the administration's proposal of an increase to $4.25 an hour were adopted, 450,000 jobs would be lost. That number would drop to 220,000 jobs if a training wage, an increased tip credit and a small business exemption of $500,000 were included in the legislation.

Contrary to labor's contention, increasing the minimum wage is not the way to help lift workers out of poverty, says small business. When wages rise, the first to lose their jobs are the least skilled, least productive and least experienced workers—precisely those earning less than the new minimum.

Parental leave—a high priority

Another high-priority item for legislators this year is parental leave. The House labor committee last month approved a bill requiring employers to give unpaid, job-protected leave to workers with newborn or adopted children or to those with seriously ill children or parents. The Senate labor panel is expected to give its okay to the bill early this month. Floor action on both bills may also come this month.

The legislation has garnered a good deal of bipartisan support in Congress, and legislators want to move it along quickly. However, the executive branch does not take the same view. In fact, Labor Secretary Elizabeth Dole says she will recommend that President Bush veto any legislation that requires employers to provide parental leave.

Small business is not happy with the idea of mandated leave either. By mandating parental leave, the government would limit the flexibility of employees to choose other, more appropriate benefits for themselves. At the same time, the legislation would preclude employers with limited operating budgets from offering other benefits, such as dental insurance or tuition benefits.

The legislation is fraught with other problems. Although often termed a unisex bill, mandated parental leave would tend to have an adverse affect on job-hunting women of childbearing age, some opponents say. Companies might hesitate to hire women in their fertile years for fear they might take leave and disrupt business. And if someone does take leave, employers must train a replacement; then later they must decide what to do with the temporary worker when the person on leave returns to work. And although a company would save the salary of the worker on unpaid leave, it would still have to provide health insurance and other benefits.

Costs "inconsequential" says GAO

The costs of unpaid leave to all employers would be inconsequential, according to the Government Accounting Office (GAO). It estimates that the Senate bill would cost employers $236 million yearly to continue health insurance for the slightly more than 2 million employees who would be likely to take unpaid leave. Under the proposal, employers would suffer lit-

Labor's legislative agenda in brief

□ **Raising the minimum wage:** The House has approved a bill to raise the wage to $3.85 on October 1, 1989, $4.25 on October 1, 1990, and $4.55 on October 1, 1991. Included are increases in the small business exemption to $500,000 and increases in the employer tip credit to 50 percent. The bill also establishes a 60-day training wage at 85 percent of the minimum for first-time job-holders.

Senators are more likely to vote on their bill early this month. Leading Democrats want to hike the wage to as high as $4.65 in three years. They remain opposed to any training wage.

□ **Mandating parental leave:** Both Senate and House bills would require companies to grant 10 weeks of unpaid, job-protected leave to parents of

tle, if any, added costs while adjusting to the temporary absences of workers, GAO says.

Small business counters that these projections are too low because they fail to include training and advertising costs, overtime for workers filling in for those on leave and the additional administrative costs.

In their efforts to thwart the passage of parental-leave legislation, small-business groups constantly monitor the legislation, keeping small-business owners abreast of its status. At the same time, they encourage their members to tell their representatives about the repercussions such legislation could have on their businesses.

The National Federation of Independent Businesses (NFIB) goes one step further in learning which congressmen haven't made up their minds about the legislation. Those are the people small-business owners are asked to talk to, notes NFIB lobbyist David Rehr.

When the full House and Senate are about to consider the bill, there will be a massive grassroots effort by small business to swamp congressional offices with personal visits, mailgrams, letters and phone calls—reiterating opposition. "We're continually educating Congress that these bills have two sides," notes Katherine Mance, vice president of the American Retail Foundation, an umbrella association in Washington DC that represents the interests of 40,000 small-business owners.

Small-business owners are also working against mandated parental leave as part of the Concerned Alliance of Responsible Employers (CARE). Made up of more than 150 businesses and trade associations (including the National Restaurant Association, a founding member and a top leader of the group), CARE coordinates business's efforts to fight this issue. CARE wants Congress to see that business is united in its concern about parental-leave legislation and has organized grassroots opposition to the mandate.

Despite such concerted efforts, small business is fighting public opinion on this issue. A June 1988 polling of American voters by a Boston research firm showed that 62 percent favor family-leave legislation. And the Family and Medical Leave Coalition, a staunch advocate of parental-leave legislation, has mushroomed its ranks from 45 organizations last year to more than 100 this spring.

Nonetheless, small business's constant lobbying on the Hill has put doubts in legislators' minds about the merits of these bills, says NFIB's Rehr. "We think that the more they know about how this legislation will affect small business, the more likely they are to vote against it."

newly born, newly adopted or seriously ill children, or to workers with seriously ill parents. Companies would also be required to give workers unpaid time off for a medically certifiable serious illness—13 weeks a year under the Senate bill and 15 weeks a year under the House bill. The Senate bill would cover companies with 20 or more employees, while the House bill would apply to firms with 50 or more employees.

□ **Mandated health benefits:** Bills are scheduled to be introduced in both houses this month. They are expected to be similar to last year's legislation. Those bills would have required all employers to provide health-care benefits to employees who worked 17½ hours a week, and to their families. The bills included prohibitions against excluding an individual from coverage because of a pre-existing medical condition.

Mandated health insurance second try

Congress has moved more slowly on legislation mandating employer-paid health benefits. Bills from both houses on this issue are expected out this spring. When introduced, Hill sources say they will probably look much like last year's legislation. Those proposals mandated health-insurance coverage for employees working more than 17½ hours a week and for their families, regardless of a pre-existing medical condition.

Small business is opposed to the legislation for a number of reasons, says National Restaurant Association Government Affairs Director Gorman.

In its battle to prevent a minimum-wage increase, small business faces a number of formidable opponents, including public opinion.

First, small-business owners object to government telling them what benefits to provide. "They legitimately feel they know more about their business and its needs and the needs of their employees [than government does]," Gorman explains.

Then there are the costs involved—roughly $1,500 to $1,800 per employee annually. Not only is that costly, but it's also high in proportion to the wages being paid and the hours being worked, says Gorman. And regardless of whether a teen or other second-wage earner is already covered by family insurance, employers would have to pay for that worker's health-care coverage anyway.

If this legislation becomes law, says restaurateur Weichman, he faces another $120,000 in health-care premiums a year beyond the health-care benefits he already provides. If he decided to pass those costs on, he would have to raise meal prices by more than a dollar.

The total costs of this legislation could be staggering. The Institute for Research on the Economics of Taxation estimates that mandated health-care benefits would increase private-health-insurance costs by $100.3 billion the first year.

Restaurateur Weichman is gearing up for another series of trips to Washington to lobby against this and other legislation. He has established his

own grassroots political movement to make area restaurateurs aware of the potential effect of the legislation and to persuade them to travel to Washington with him to lobby their congressmen. "I've convinced them that it's not an expense to spend $500 to $700 to travel to Washington when you might be able to save hundreds of times more than that," he says. "Meeting your congressmen eyeball to eyeball has a much more lasting effect than sending a letter. They know how deep your feelings are."

Small business is preparing for the eventual battle over mandated-health-care benefits in other ways. Some groups are sending informational brochures to business owners and lawmakers that spell out why the legislation will be bad for small business and the economy. Others are looking at incentives such as tax breaks to help small-business owners afford health-care coverage.

Across the battle line, groups such as Citizen Action say they will be lobbying for the legislation because there is a crisis in this country—37 million Americans have no health care. If passed, this legislation would give coverage to two-thirds to three-quarters of those people and business would pay the bill.

"I don't think anybody would disagree that there is a problem in having so many people uninsured," says National Restaurant Association President Peterson. "But a lot of them are working for small businesses where those costs just can't be absorbed by the company or the owner. That's why benefits are not being provided. There needs to be a real serious search for incentives to make it easier for employers to pay for health care without making it federally required."

It's going to be a harder fight this year

Considering all the variables on both sides of these three pieces of legislation, can small business defeat labor's agenda? Weichman says he can't begin to guess. "We are going to have to be prepared for a harder fight this year. That's because labor has been attacking these issues with a new respect for small-business people because of last year's success." ❑

TEST YOUR CLIMATE-BUILDING SKILLS

Instructions: *Answer each question by marking the response that most closely describes how you manage people and your beliefs about the people that work for you by indicating how strongly you agree or disagree with each statement.*

1=Strongly Disagree
2=Disagree
3=Neither Agree nor Disagree
4=Agree
5=Strongly Agree

1. Generally speaking, I feel that most of my employees must be closely supervised to ensure that they are really productive.

[1] [2] [3] [4] [5]

2. I believe that most employees want to do their best while at work.

[1] [2] [3] [4] [5]

3. People in general should be trusted.

[1] [2] [3] [4] [5]

4. Most people will tend to goof off unless someone supervises them.

[1] [2] [3] [4] [5]

5. To make sure I get everything done at work, I make it a practice to focus on things that are *not* done right.

[1] [2] [3] [4] [5]

6. I believe that most of my employees are working at their full potential.

[1] [2] [3] [4] [5]

7. I make it a practice to ask myself how I would feel about a certain action before I use it on one of my employees.

[1] [2] [3] [4] [5]

8. If in doubt, I assume that the employee had a valid reason for being late.

[1] [2] [3] [4] [5]

9. I tend to counsel my employees while I'm good and mad, so that I'm sure not to omit any of the important details.

[1] [2] [3] [4] [5]

10. While counseling, I generally focus on what the person did, instead of on the person.

[1] [2] [3] [4] [5]

11. At least half of my counseling sessions are dedicated to disciplining my employees.

[1] [2] [3] [4] [5]

12. When supervising people, I always look for people doing things right.

[1] [2] [3] [4] [5]

13. My best employees do their work exactly as I tell them to.

[1] [2] [3] [4] [5]

14. I feel that work is a place where employees should have fun.

[1] [2] [3] [4] [5]

15. Generally speaking, employees who feel great are more likely to have low rates of absenteeism.

[1] [2] [3] [4] [5]

16. I usually find something to compliment my employees about whenever I walk through their work area.

[1] [2] [3] [4] [5]

17. I tend to make sure that rewards are tied to performance.

[1] [2] [3] [4] [5]

18. Our formal recognition program is designed to recognize about 15 percent of the top achievers.

[1] [2] [3] [4] [5]

19. I make it a practice to punish in private.

[1] [2] [3] [4] [5]

20. I make it a practice to reward in private.

[1] [2] [3] [4] [5]

(answers on page 15)

Max Karl Winkler

TREAT YOUR PEOPLE LIKE WINNERS

Here are some points for how to create and maintain a positive climate in your operation.

Most people want knowledge, accountability, respect and responsibility from their jobs. Now, let's just propose that, for the next 21 days, you consistently approach every one of your team members with the assumption that they want these positive things from their jobs instead of the assumption that they want to goof off or take advantage of you or the foodservice operation.

Now I can hear you groaning all the way from here, saying something like this: "That's the trouble with these PhDs, consultants, authors (or whatever description you are using); they hang out on cloud nine. You just don't know my people. There is no way that I can possibly trust these turkeys—or can I?"–I'm glad that you left the door open just a bit, because the answer to that is actually very simple. You can trust your people or mistrust them; it is your choice. The bigger question is: What do you want? Do you want your employees to trust you and to behave like independent, mature adults or to act like immature children who always have to be led by the hand? The choice is yours!

Wolf J. Rinke, R.D., Ph.D. is president of Wolf Rinke Associates, a training and management consulting company in Rockville, Maryland, dedicated to helping the foodservice, health care and hospitality industries. Rinke is also a workshop leader and keynote speaker. He will speak at the Show. This article has been excerpted from his just-published book **The Winning Foodservice Manager: Strategies for Doing More With Less** *(1989, Aspen Publishing, Rockville, MD).* *Copyright Wolf Rinke.*

Playing the odds with trust

Most people believe in odds. Some play the odds even if they are very unfavorable, such as one in a million to win a lottery. I'm going to be more conservative and ask whether you prefer to be right about 5 percent of the time or about 95 percent of the time? I'm sure that that was a very simple decision for you. After all, you know how to play the odds. So why don't you operate that way when you make assumptions about your employees? You see, if you trust people—I mean totally trust them beyond a shadow of a doubt—they will prove

you right 95 percent of the time. The irony is that most foodservice managers prefer to play a losing hand when it comes to people management, because they manage people as if all belonged to the exception (5 percent) instead of the rule (95 percent). My recommendation is, trust every one of your team members until they prove you wrong. At that point, talk to them to find out why they did not live up to your expectations.

When people do disappoint you, be sure to depersonalize the situation by separating the behavior from the person. For example, if you assumed that Mary would show up for work because she knew that you were "short," and she does not make it, find out why before you take any action. Yes, that means before you get upset and scream at her. Remember that, even if she did not have a valid reason, she is not a "bad" or "lazy" person; she acted or behaved inappropriately. Attacking Mary as a total person will diminish her self-esteem, which is what you have been attempting to build by trusting her. Treating the action treats the problem and helps to make the person better instead of making everything worse.

Treating people like winners

As Blanchard and Johnson said in *The One-Minute Manager,* "Everyone is a potential winner. Some people are disguised as losers; don't let their

Recognizing your top performers

Most foodservice organizations do not do enough to publicly recognize their team members. Those that do rather well tend to recognize only the truly outstanding performers, maybe up to 10 percent of their people. That is not enough, for two reasons. First, you will tend to recognize the same people most of the time. These are the "water walkers" who outperform everyone else because of their mental makeup. You could probably get away with never rewarding them, and they would still outperform everyone else, because of the way their heads are wired.

The second reason is that the average employees—that's most of the folks who work for you—are frustrated by this strategy because they can't visualize themselves ever being rewarded. Instead of becoming motivated, they become frustrated because recognition appears to be forever out of their reach.

A more effective strategy is to set up your recognition program so that all average performers, or at least the top two-thirds of your employees, perceive that they have a chance to be recognized. And be sure to tie rewards to performance.

Check your compensation practices to see if there is a clear connection between how well a job is done and the reward received. If your top performers get the same compensation and recognition as the "slackers," do something about it during the next six months.

To get the maximum benefit, your reward program should be "public." If you have any doubt about the effectiveness of this approach, just watch someone who is being recognized in front of his or her peers. The shoulders go back, the chin goes up, the chest goes out. At the same time, the self-esteem grows by leaps and bounds.

Now, is this the only way to do it? Absolutely not. It is far better to recognize people in private than not to recognize them at all. In fact, just walking through the work areas, greeting employees by name and wishing them a good day, is recognition.

A model

The Dominican Santa Cruz Hospital in Santa Cruz, California, has one of the most effective organization-wide systems to tie rewards to performance. Its employee-of-the-year recognition program provides weighted merit awards to foodservice employees for five critical areas that the foodservice management team deems important to organizational effectiveness, which comes directly from the organizational vision and philosophy.

The exciting aspect of this program is that it is based entirely on the axiom of "catching people doing things right." To facilitate this, management has designed "thank you" recognition memos, which can be filled out by anyone who wishes to recognize any type of commendable action by a foodservice employee.

What makes the program powerful is that foodservice employees earn credits for catching their peers doing things right. This is an especially effective way to encourage people to look for strengths in their team members. This program works so well that the foodservice operation bases all of its promotion and personnel actions on the program's results, and has virtually no need for punitive personnel actions.

In addition, the program has had a very positive effect on the bottom line. Here are just a few of the positive outcomes:

- ☐ employee performance—up by 30 percent in four years
- ☐ attendance—employees without any unscheduled absences up from 3 percent in 1985 to 12 percent in 1987
- ☐ meeting attendance—up (about 70 percent of all employees attended all meetings in 1987, even optional evening meetings)
- ☐ suggestion program—positive variance to food budget of 14.6 percent in 1987
- ☐ cost-to-revenue—1985 cost $2,700, with a return of $58,000; 1987 cost $3,200, with a return of $103,162 in improved productivity and resource utilization.

Such statistics will, I hope, convince you that creating a positive organizational climate pays off on the "bottom line" and can work for you too, *if you want it to.*

Dominican Santa Cruz Hospital
Memorandum

To:
From:
Date:
Subject: A special "Thank You"

Thank you for your special assistance. It was a big help. On----------, you helped by ----------.

Again, thank you.

Copy to personnel file, Foodservice Department

Courtesy of George T. Crawford, Director, Food and Nutrition Services, Dominican Santa Cruz Hospital, Santa Cruz, California.

appearance fool you." This axiom is a poignant reminder to all of us that *all* people like to think of themselves as winners. Some people have problems with that because their self-esteem is not at an optimum. Now, what business is that of yours as their supervisor? Well, quite a bit actually. The first reason is that our self-image controls our life. In addition, there is a second force at work, equally powerful, called the looking-glass theory.

The looking-glass theory says that we see ourselves as others see us. If the people who are important to me, like my boss and my wife, see me as a loser, I will begin to doubt my own abilities and in the long run will see myself as a loser. Of course, this phenomenon works just as effectively in a positive direction. This gives you far more power over others than you ever imagined in your wildest dreams. It literally allows you to *create* winners or losers.

Succeeding breeds success

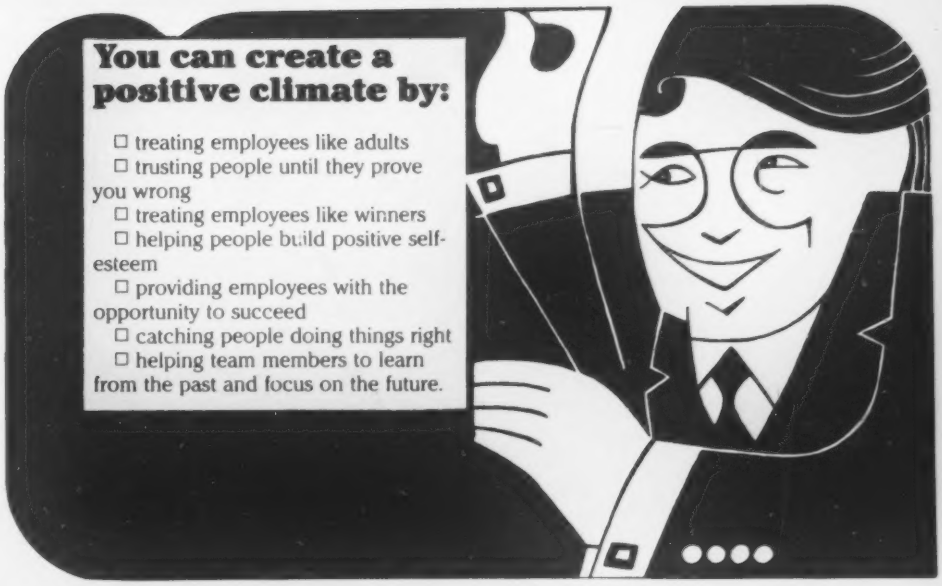
A powerful way to reinforce your expectation that your team members are winners is to have people succeed. It is odd, but for some reason we utilize this concept with children, but either forget or think it is inappropriate with adults. If you are a parent (if not, use your imagination), think back to the time when you were trying to teach your daughter to ride a bike. Did you put her on it and let her go, and then call her a dummy when she didn't make it the first time? I know the answer is no. You put on a pair of training wheels. Also, once she was barely propelling the bike forward, your spouse had to come out and go gaga over this accomplishment. Continued repetition, positive reinforcement and near-successes finally led to your daughter getting enough confidence to take off the training wheels. At that point the whole process started all over again, and after much more practice and encouragement, your daughter finally rode that bike all on her own.

If you use this simple, elegant and extremely basic approach with your team members when they are learning what they need to know in your organization, you will not only have people who know what they are doing, but you will at the same time build their self-esteem. As long as you start with what they currently know and build on that in small increments—rewarding near-successes as if they were giant accomplishments and substituting a pat on the back for ooh-aahing—your adult team members will *not* consider it demeaning or degrading. All human beings, regardless of age, are much more effective learners if they can start with "training wheels" and if they receive positive reinforcement.

Catching people doing things right

All of us were taught to supervise people by catching people messing up. Someone even gave it a name: management by exception. You already know that people will live up, or in this case down, to your expectation. To reverse this, you will have to learn to catch people doing things *right* and then to compliment or recognize that positive performance in some way. In other words, you should practice management by appreciation (MBA). Although difficult to internalize (it'll take at least 21 days of consistent effort on your part), this is a more powerful strategy than you will ever learn in any university MBA program. Catching people doing things right means you use your abundant mental energy to look for something that people are doing that deserves a positive comment, instead of using the same amount of energy to catch them messing up. If you look hard enough, you will find that most people do something each day that they feel good about. Find it, and then be sure to make a big deal about it.

To start, you must learn to be less


You can create a positive climate by:
☐ treating employees like adults
☐ trusting people until they prove you wrong
☐ treating employees like winners
☐ helping people build positive self-esteem
☐ providing employees with the opportunity to succeed
☐ catching people doing things right
☐ helping team members to learn from the past and focus on the future.

Scoring instructions

Score each item in accordance with the number you have circled, except items 1, 4, 5, 6, 9, 11, 13, 18 and 20, which have to be scored by reversing the scale, so that 1=5, 2=4, 3=3, 4=2, 5=1.

What your score means:

- **95-100:** You are a super climate builder. Please call me; I would like to work for you.
- **85-94:** Excellent. You are well on the way to becoming a winning foodservice manager.
- **75-84:** Very good. Get yourself a copy of *The Winning Foodservice Manager* and you will learn some powerful new techniques that will help you to catch people doing things right.
- **65-74:** Good—but you need help.
- **55-64:** Okay—but you can do much better.
- **Below 54:** Time for making up that self-improvement action plan.

of a perfectionist. Look the other way in cases that are not critical or that will not endanger or compromise your customer or your organizational vision. In fact, your philosophy will serve as a yardstick to help you decide when you can and cannot look the other way. If one of your team members goofs and it compromises your philosophy, you must deal with it. If it does not, you should do everything you can to look the other way. Now, what does that mean in terms of correcting your team members? Are you going to tell them in no uncertain terms that they are dummies, that they should know better? No, you are going to be "future-oriented."

Correcting without destroying

When I talk about this in my workshops, I like to use the proverbial "spilled milk" example, because everyone can readily relate to it. I ask participants what happens when their sons spill their milk after they have repeatedly told him to be careful not to spill it. Well, most parents say that they get mighty upset. Some rant and rave, calling their son a stupid, clumsy, bumbling fool. I then ask the participants whether this response works: Will the milk pick itself up and jump back into the glass? I have yet to come across anyone who has been able to accomplish that. What is accomplished, however, is very destructive. By punishing the actor instead of the act (that is, by not separating the inappropriate behavior from the person), you significantly diminish your son's self-esteem.

The same is true when one of your dishwashers—let's call her Sally—destroys a stack of plates because she did not push the dish dispenser the way she had been taught. At this point you have a choice. You can jump all over her, telling her what an idiot she is, that she will never learn, . . . (you fill in the rest). Or you can take a deep breath—that's important to help you deal with your frustration and collect your thoughts—and ask Sally to clean up the mess and to come see you before she goes home. When Sally comes to see you later, you have gotten over your anger, which is the first benefit of using this strategy. Angry people are unable to effectively communicate.

At this point you might ask Sally what happened. After she explains—which might provide you with some information you were totally unaware of—you should ask her what she learned from the mistake. If she is clear with her answer, and it makes sense, then you end the conversation by defining your expectations for the future. For example, you might say, "Sally, I know that you already know how expensive plates are and that we have a difficult time getting them; therefore I'm confident that you will be even more careful in the future and that it will not happen again. After all, you are one of the most senior members of our sanitary crew and many of the younger members look up to you as a role model." This represents a future orientation because, when the accident occurred, Sally was fully aware of the fact that she messed up. Telling her that or—even worse—"rubbing it in" adds no new information and will frustrate her even further. It certainly will not repair the plates. In addition, your words expressed what you want to have happen in the future, giving Sally desirable objectives to work toward. You also took the opportunity to repair her slightly damaged self-image by telling her how important she is to the overall dishwashing operation.

Creating winning perceptions

Finally, employees who feel good about their work are more likely to come to work and perform well if they:

- □ know what is expected
- □ believe they can do it
- □ can see the connection between their performance and a reward that is meaningful to them.

I know that as a winning foodservice manager you will make sure that your team members attain these perceptions. As a result you will not only have happy people, you will have happy, productive team members. ❑

Punishing more effectively

There are times when you cannot look the other way when people mess up: when they violate the basic philosophy of the organization. What happens if they do that, and do it repeatedly? At this point you obviously need to use stronger medicine. That medicine is punishment. Since you will have to use punishment at times, there are seven rules that will help you use this strategy effectively:

1. Timeliness rule. Punish as soon after the infraction as possible.

2. Clarity rule. Be very clear about what behavior is being punished.

3. Depersonalization rule. Punish the act, not the actor. Just because an employee did something wrong does not mean he or she is a loser.

4. Future-orientation rule. Clearly identify what can be learned from the mistake, what the employee can do to improve and what will happen if he or she does not comply with your expectation.

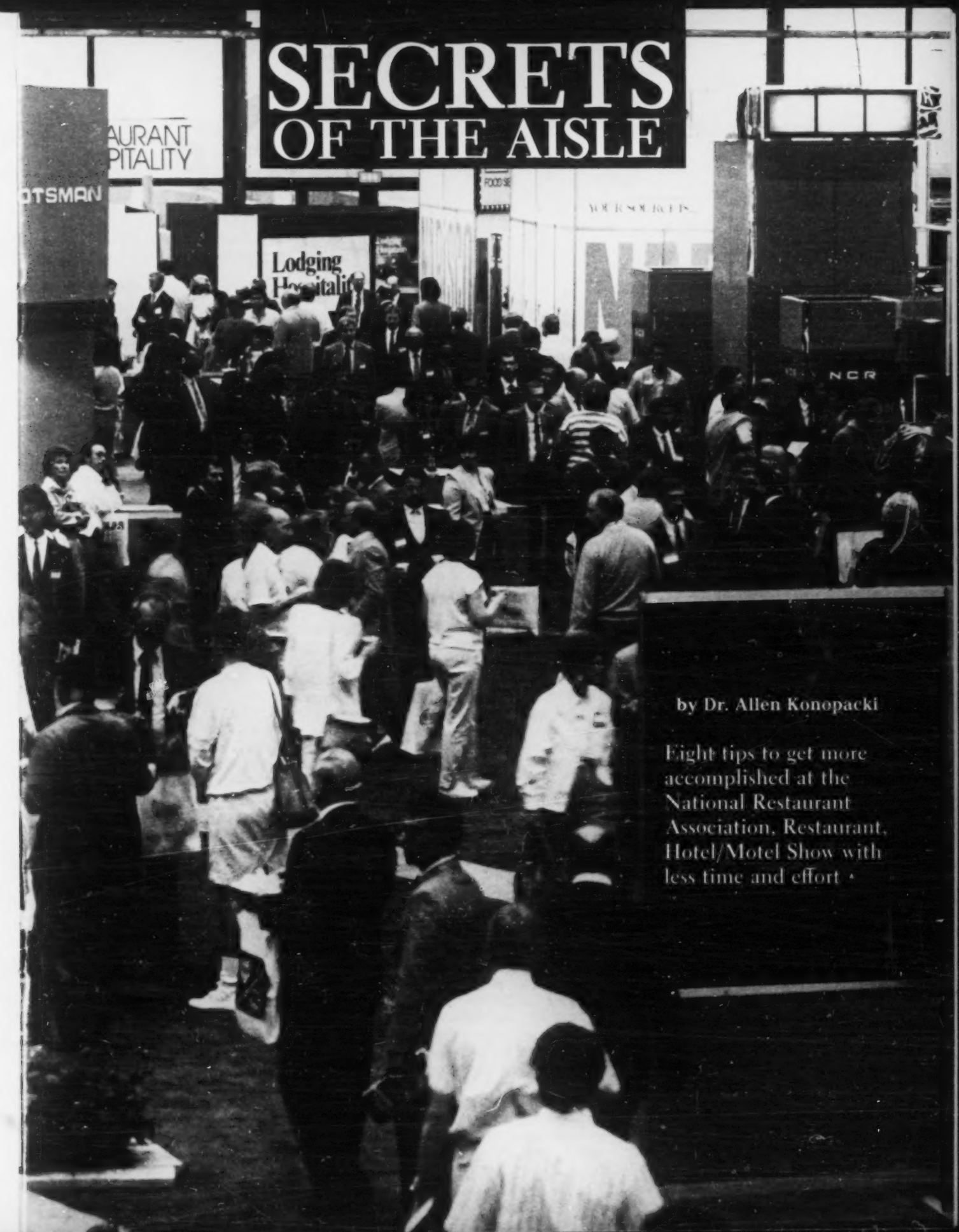
5. Equitableness rule. Let the punishment fit the crime. For example, being caught stealing should not result in the same punishment as being discourteous to a coworker.

6. Positiveness rule. Conduct the session in a positive and supportive climate. Never do it while you are angry or hostile.

7. Consistency rule. This rule is the Achilles' heel of punishment. Although punishment can have positive short-term outcomes, it won't be effective in the long run, because one cannot punish adults in a consistent manner. To do so would require constant supervision and would result in more undesirable behavior, because if you treat people as children they will behave like children.

That is why punishment should be used only as a last resort, primarily because it does not work in the long run. In fact, it is extremely difficult to control, is often used as a means of getting attention, results in deceitful behavior (compliance may occur only while the punisher is present) and has numerous other negative consequences. About the only thing that it does well is reinforce the punisher—which, I suspect, is why punishment is used so extensively.

SECRETS OF THE AISLE



by Dr. Allen Konopacki

Eight tips to get more accomplished at the National Restaurant Association, Restaurant, Hotel/Motel Show with less time and effort •

Without mapping a practical "wish list," a trip to a trade show is nothing more than a trip to Fantasyland. Attendees who wait until they are en route to the Show to scan information and plan activities are merely "winging it." Any productive outcome of the trip would be accidental. Yet, incredibly, visitors often spend more time preparing a list for a trip to the grocery store than they do getting ready to find the answers they want from a visit to the Show.

Unmanaged time automatically means astronomical costs for information of questionable worth. Take a few minutes to determine the actual cost of a trip to the Show, including accommodations, entertainment, travel, meals, ground transportation, food and the value of your time.

Each hour on a Show floor can easily cost $100 to $200. Few of us would spend $100 for a personal item without expecting a return. Likewise you should plan a payback from precious Show time.

1. Start planning your mission before the Show. A much more exciting approach to the Show is to identify problems in the workplace and to match them with products or services. One way to do this is to make a "Show productivity list" well in advance of the Show—even 90 days is not too soon. This list could simply be a notebook with the convention name on it. Establish a routine to jot notes on the list about any pressing problems you see or learn about from others that could relate to the Show. This filtering process leads to setting tangible objectives that will make the Show experience more manageable and more productive.

2. Let coworkers participate in the mission. Workers often view an owner's or manager's trip to a trade show or convention as primarily a recreational activity. You can avoid such faulty thinking by challenging others to participate in setting Show objectives.

Fifty percent of a conversation is forgotten in one minute. Record what you discussed.

Encourage workers to funnel ideas and information about trends or issues they believe to be important. Post memos or ask for suggestions in meetings or conversations. By probing the minds of your associates, you'll not only reap valuable input but also impress upon them the serious nature of investing time and money in the Show.

When you have the ideas and have selected an agenda, post it or pass it around for review. You will find your employees much more receptive to trying out any new product or idea you bring back.

3. Plot precise strategy the night before. Top negotiators always set time aside before important meetings to define what they intend to do and say and even to forecast the results of their deliberative deal-making. This is a good strategy to adopt the night before the Show because the opportunities at the Show are limitless, as are the options for using time and energy.

No forward-thinking attendee should waste the evening before a Show on entertainment. This time is too critical; use it to plan Show site-seeing, not sightseeing! After registering, take the Show directory back to your quiet hotel room. Then compare the "wish list" with the exhibit guide. Highlight important offerings with a yellow marking pen. This sets limits on your valuable time.

Keep two items on hand while reading the directory—the exhibits floor plan and an appointment page marked with half-hour intervals. When you note a program or exhibit of high interest, write down the product or program's name and the booth number or location. Then, when your list is complete, consult the floor plan and group together booths by location and select the best time for visits. Finally, complete your appointment sheet with "sure-bet" calls. This strategy brings a sense of order to "marketing noises" that can bring chaos to your senses and psyche!

4. The three-step method for successful booth visits.

□ *(I) Surveillance.* Once on the exhibit floor, set your priorities by scanning. The cautious solution-seeker should *not* cross carpetlines to see products up close or use this initial time to talk with salespeople.

An attendee who first plans visits by seeing what's available is actually doing the exhibitors a favor. Besides visually reconfirming that a listed exhibitor has what you want, this time is also useful to spot product applications not yet identified on the original "want list."

□ *(II) Reflection.* Take a 60-minute break to review notes and relax after this initial observation. Use this time out to identify the principal questions you want answered. This should always occur before you talk to any exhibitors, because it helps you simplify communication and deal only with key concerns.

A well-prepared attendee is instantly separated from the hordes of others who weakly say to sales representatives: "I'm just looking around" or "What's new?" The result is more professional attention instead of intensive sales pitches. Those who know what to ask are more likely to get knowledgeable, prompt answers.

□ *(III) Validation/clarification.* Most attendees overlook the great value of assessing data from the many key players of differing expertise companies assemble at their booths. The Show is the perfect place to get an astute second opinion from various levels of experts. Once you get basic screening questions answered by a sales representative, prepare to move beyond him or her for more discriminating data. Ask to speak with a product specialist, technical manager or vice president. This is an analytical, not an arrogant, way to do business.

Purposeful booth reps are im-

pressed when a second opinion is solicited. And the additional insights are worth much more than the few minutes this effort takes. The contact with several management levels can also be a benefit in future negotiations.

5. Sixty percent of getting what you want is knowing what to ask. Attendees compete with one another to get facts they need. Most conversations last only five minutes. A sales-minded representative sometimes screens out a visitor as not worth further attention in less than 30 seconds. Yet more information is available than anybody could possibly want. You have to avoid becoming overwhelmed by "word debris," the onslaught of oral presentations and video and audio productions.

Three questions will get your search for usable data on track. Ask:

□ How does your company handle this specific problem?

□ How do I go about finding methods to manage or improve this urgent problem?

□ What has changed or is different about this process? (Probe to see if benefits and features fit personal applications.)

Never ask a key question only once. No seasoned reporter or negotiator ever feels safe with a single response. Do as top professionals do and ask the same questions twice or more, rewording to fit the situation.

The first answer gives the basic "nuts and bolts" data; the second gets closer to crucial information—the facts needed to make a decision when it's time to recommend a buy.

6. Avoid a compulsion to overload with brochures. Many attendees instinctively reach out for brochures and business cards, as if amassing a considerable collection were a required ritual. The conventional wisdom of visitors and sales representatives is that attendees are getting critical decisionmaking data to quickly followup. Actually, many people take such offerings for emotional rather than purposeful reasons.

We have been conditioned by a culture of excessive consumption to take more than we need—without forethought—especially when things are free and eagerly presented. Or we think it impolite to reject an offer, even though it fits no need. Free up time for productive work by asking yourself what function a brochure or business card (or a give-away trinket) will serve. It is not rude to say "no," and it is illogical to say "yes" without a reason. Calibrate the worth of any business card or brochure before taking it. Knowledge without application has zero power!

Discard the aimless "business-card bingo" mindset. Mine opportunities instead. A pro-active attendee escapes being among the visitors who act as if productivity requires carrying around a full bag. Essential data are readily available from the exhibitors you select.

Three steps for success

1. Locate your targets.
2. Review, validate and discriminate.
3. Plan your questions; don't "wing it."

7. Make the most of the material you select. A few basic tools are especially valuable when gathering useful brochures. These include a supply of paper clips and small note paper, such as 3M Post-It Notes. When taking a brochure, use the note paper to write brief comments on products and the most important statements the representatives make. Jot down key answers to questions such as: How is this product different? How would it be used? What are the terms and delivery dates?

Write coded phrases reflecting confidential facts and translate them immediately after leaving a booth. If you assume that you will recall facts without taking notes, you may be surprised that you don't remember what was said when you review a brochure only days later.

Although the mind can store an estimated 100 trillion bits of information, the hectic pace of the Show can cause even the brightest attendee to forget important matters. A person usually forgets 50 percent of what is heard in less than 60 seconds—a strong reason to put cogent notes in brochures.

Paper-clip notes to the representative's business card. This procedure improves future discussions because your note reviews will then be more focused, and it will be easier to discuss key items with associates.

8. Fight stress. Vast numbers of attendees fall victim to the hectic demands of a convention. To maintain enthusiasm and strength, pace yourself and establish clear-cut priorities, knowing well the difference between doing what needs to be done and doing what is simply enjoyable to do. Long tours and numerous talks do not have to result in lost motivation, inattentiveness, tired eyes and a slouching body. Energy loss comes from not having a clear, achievable mission in mind. Those with set goals have more positive attitudes, generally use less energy and accomplish more. To eliminate burnout, set a mission.

The most overlooked factor that contributes to stress and burnout is what you eat. Much of the food at conventions is high in carbohydrate content of a kind that does not give long-lasting energy but instead increases the release of serotonin, one of the brain's chemical messengers that reduces activity and induces sleep. Foods, such as a sweet roll, dissipate quickly in value, causing the 11 a.m. or 3 p.m. "burnout blues," when the body signals a need for renewed energy. If that is not available, the brain releases serotonin, which saps energy and puts a person close to an exhausted or sleepy state. Turn to protein foods and fruit for energy.

A system works

Attendees at trade shows who use a system and organize their time can easily double their productivity and gain greater results. ❑

Dr. Allen Konopacki is a psychologist and president of Incomm International, a consulting, marketing and research firm in Chicago specializing in trade shows.

1989 Show Preview

THE INDUSTRY SEES ITSELF AT THE SHOW

A time-honored tradition that spans seven decades, the National Restaurant Association Show remains surprisingly new with fresh ideas teeming on the Show floor each year.

With its diversity of products and breadth of educational and social activities, the Show is truly a "Show for all Reasons." Owner/operators of single-unit operations in small towns across the country see products, services and equipment that can make them trendsetters in their regions. Big-city operators see celebrated chefs demonstrate foods and techniques that are currently attracting crowds in other urban meccas. And multi-unit operators need not cross an ocean to see innovative international operating systems that can increase efficiency in their operations. It's all there on three floors in McCormick Place East and McCormick Place North—1,800 exhibits planned with you in mind.

Here's a preview of some of the specific sights and sounds of the 70th annual National Restaurant Association Restaurant, Hotel-Motel Show to be held May 20-24 in Chicago.

Peterson to open 70th Show

After a rousing musical warmup, National Restaurant Association President and Chairman of the Board Jim L. Peterson will open

Association President Jim L. Peterson

the Show with a synopsis of the legislative victories of the past year and the challenges facing foodservice in the months ahead.

Sharing the podium with Peterson in the Arie Crown Theater of McCormick Place on Sunday, May 21, will be a national celebrity, as yet unnamed.

International pavilions: a nearby trek around the world

Columbus crossed an ocean. Marco Polo scoured the East. But attendees at the 70th National Restaurant Association Restaurant, Hotel-Motel Show need only travel to the main exhibition floor of McCormick Place North to taste the latest international foods and beverages and see the breadth of innovative foodservice products and systems coming in from overseas.

With a 40 percent increase in the number of foreign attendees between 1985 and 1988, and 150 foreign companies exhibiting this year, the National Restaurant Association Show is "the" marketplace for international companies introducing their lines of foodservice products and services to the U.S. market. It is also a convenient shopping place for U.S. operators seeking an innovative product or idea. In fact, results of the 1988 audience survey indicate that 89 percent of Show attendees found the international exhibits helpful.

This year's pavilions include companies from Canada, Austria, Australia, Italy, Germany, Sweden, France and New Zealand. Don't miss this chance to take an international buying tour under one roof.

Patricia Neal: straight talk from the heart

Patricia Neal, actress, humanitarian and author, will deliver a riveting speech at a special session on Monday, May 22, at 10 a.m. A star of stage and screen, Neal had it all—beauty, fortune, fame—only to see it all slip away at the age of 39 and at the height of her career. Well-known for her dramatic portrayals in films like *Hud*, *The Fountainhead* and *The Hasty Heart*, Neal is most admired for her real-life triumph over adversity and her comeback from a series of debilitating strokes in 1966. She lay unconscious for three weeks following brain surgery, completely paralyzed on one side and unable to speak.

The years since have known both triumph and tragedy, as Neal won the battle for her health but lost her 30-year marriage to British author Roald Dahl. Today, Neal, the author of the candid best-selling auto-

Patricia Neal

biography *As I Am*, spends much of her time volunteering at the rehabilitation center that bears her name in hometown Knoxville, Tennessee. Her story is one of inspiration and hope that Show-goers won't want to miss.

Inspiration frozen in time: the 2nd ice carving classic

Chances are you will hear them before you see them—12-pound chainsaws as they slice through ice do-

ing the bidding of their masters. The chainsaws are only one accoutrement of the master ice carvers who are participating in the Second Annual National Restaurant Association Ice Carving Classic, one of the most memorable attractions at last year's Show.

Attendees wanting to pick up a few pointers for

Ice Carving Classic

banquet and holiday displays and those drawn to the sheer beauty of the ephemeral art, won't want to miss this spectacular three-day presentation on the lower level of McCormick Place North, Sunday through Tuesday, May 21–23.

The event, which is produced in cooperation with the National Ice Carving Association, takes on a more American flavor this year, with seven teams of U.S. carvers—each American contestant a winner in one of seven regional competitions held around the country for the sole purpose of competing at the Show. Joining the Americans are teams from Canada, Mexico, Japan and Singapore.

Watch these master craftsmen put their pride on the block as they wrestle with 400-pound slabs of ice.

The competition area includes an overhanging balcony and 400 seats to accommodate the many expected viewers—more than 20,000 came last year. A panel of blue-ribbon judges will honor winners with first, second and third-place awards.

Attendees who want to pick up some ice-carving tips should be sure to catch a few of the twice-daily demonstrations given by experienced ice carvers—all members of the National Ice Carving Association. Demonstrations are adjacent to the competition.

Chefs' Stage: See the magic at work

They are culinary magicians who transform ordinary foods into mouth-watering creations with what seems like a sleight of hand. They are the chefs who are setting the tone for American cooking across the nation—in urban centers and in hideaway locations. Attendees can see them at work in 45-minute increments. A favorite of last year's Show,

Chefs' Stage

the Chefs' Stage will take place on the exhibit floor of McCormick Place North Sunday, May 21, through Tuesday, May 23.

A specially designed, demonstration kitchen, closed-circuit TV and 500 seats close to the stage guarantee orchestra viewing for all.

Come see the chefs who are making a difference in American food today—and walk away with the culinary concepts and techniques that can put your establishment on the map.

Culinary Arts Salon: a fountain of ideas

Memories of the Culinary Arts Salon burn brightly in the minds of veteran Showgoers. An institution at the National Restaurant Association Show, now in its 19th year, the Salon is a fountain of ideas from which Showgoers drink each year and return home refreshed with new techniques and creations.

McCormick Place's beautiful Chicago Room is the backdrop for this spectacu-

Culinary Arts Salon

lar display of culinary talent. Attendees will be treated to a *double salon* presented in two segments—one on Saturday and Sunday, May 20–21, and another on Monday and Tuesday, May 22 and 23.

A body of eminent judges will evaluate the entries and name winners. For the first time, the judging will be computerized, and entries by professionals will be judged by the new international culinary guidelines.

Winners will be announced at an awards ceremony in the Jane Addams Room of McCormick Place on Saturday, May 20, at 11:30 a.m. and on Monday, May 22, at 11:30 a.m.

The annual National Restaurant Association Culinary Arts Salon is recognized and endorsed by the American Culinary Federation and the Chefs of Cuisine Association of Chicago.

Convention capers: free star-studded entertainment

Convention Capers, Sunday and Monday evenings, May 21–22, light up the sky of the Windy City with a star-studded cast of old and new talent, some terrific country-and-western sounds and classic rock 'n' roll. And best of all, the Convention Capers are free to attendees sporting their badges.

□ **Rock 'n' Roll Night**
Hyatt Regency Chicago, Sunday, May 21, 9 p.m. to 1 a.m.
Two-time Grammy winner Johnny Rivers (*Maybellene, Memphis* and *Mountain of Love*) rocketed to fame in the 1960s, following a year's stint at the now famous club, The Whiskey A Go-Go on Sunset Strip, and the release of a string of gold records. Twenty-five years and 25 million records later, Rivers continues to move audiences with classics like *Baby I Need Your Lovin', Tracks of My Tears,* and *Swayin' to the Music (Slow Dancing).*

Sharing the billing with Rivers is the Joe Cantafio Band, one of the top rock 'n' roll bands in Chicago that will be celebrating the release of its first major album.

□ **Country-and-Western Night**

Chicago Marriott Hotel, Monday, May 22, 9 p.m. to 1 a.m.

Country-and-western night would be incomplete without the expressive, grainy voice of that "Rock-a-Billy Boy" Mel McDaniel. Hits like *Louisiana Saturday Night, Baby's Got Her Blue Jeans On, Stand Up* and *Stand On It* have earned McDaniel a huge following among country-and-western fans.

Sharing the spotlight with McDaniel is Chicago's own Nancy Hays, an up-and-coming country performer who caught the eye of judges during the Miss America and Miss Illinois preliminaries. An accomplished performer, equally at home on stage, screen and TV, Nancy wields her own special magic. For country-and-western night, she combines her talent with that of the Hot Set Up Band.

A gala night

The traditional Grand Banquet, honoring the incoming president of the National Restaurant Association, and the Congressional Leadership Forum Gala in recognition of members of Congress and prominent industry benefactors are melded into a single spectacular night of gourmet dining, fanfare, comedy, music and dancing on Saturday, May 20.

Incoming association president Harris "Bud" Rusitzky

The featured entertainer will be Bob Newhart, whose distinctive style of comedy has delighted audiences for more than 25 years. He is known best for his two hit TV shows: "The Bob Newhart Show" (1972-78) and currently "Newhart."

Bob Newhart

The event also includes a cocktail reception and dancing to Dick Judson and The Sunshine Brass Orchestra, featuring vocalist Toni Moore.

This is a ticketed event. To order tickets, call the association's Chicago office at (312) 853-2525.

Drumroll for Hennessy awards luncheon

The Air Force Band rolls the drum, the color guard displays its colors and top Air Force brass tip their hats to the 1988 winners of the Hennessy Awards at the Hennessy Awards Luncheon, Hyatt Regency Chicago, Saturday, May 20. A four-star general is targeted to be the keynote speaker.

Now in its 33rd year, the Hennessy Award takes its name from John (Lawrence) Hennessy, a civilian long recognized for his advancement of military foodservice.

Each year a panel of distinguished foodservice and military executives single out a few Air Force bases for excellence in the management, preparation and service of food to military personnel. The competition is divided into two main categories: single-unit and multiple-unit bases, with special award categories for the Air Force Reserves and the Air National Guard.

The top prize awarded to the winning single and multiple-unit bases is a 34-inch sterling-silver-bowl traveling trophy. Other winners are honored with plaques. Tickets for the luncheon are $40 and can be purchased from LaVerne Warlick, National Restaurant Association, 1200 17th St., N.W., Washington DC 20036-3097, (202) 331-5900.

The Salute to Excellence Banquet

Industry leaders, outstanding students and Show competition winners will take a bow at the Educational Foundation's Salute to Excellence Banquet.

Veteran TV and radio celebrity Art Linkletter will host this prestigious invitation-only event at the Chicago Hilton and Towers on Tuesday, May 23, at 7:00 p.m.

Among the honored guests will be this year's inductees into the College of Diplomates: Norman Brinker, chairman, Chili's Inc., Dallas; Walter Conti, president, Conti's Cross Keys Inn, Doylestown, Pennsylvania; Carl Karcher, chairman, Carl Karcher Enterprises, Anaheim, California; William J. Tobin, president, Foodservice Division, Nabisco Foods Co., Parsippany, New Jersey; and Dr. Jerome J. Vallen, Ph.D., dean, William J. Harrah College of Hotel Administration, University of Nevada, Las Vegas.

The climax of the evening is the presentation of the prestigious Ambassador Award, which honors an industry representative for extraordinary support in the advancement of professionalism through education. A committee of the board of the Educational Foundation selects the recipient of the Ambassador Award from current members of the College of Diplomates.

Art Linkletter

For banquet information, contact the Educational Foundation of the National Restaurant Association, 250 S. Wacker Dr., Chicago, 60606, (312) 715-1010.

A dialogue across the generations

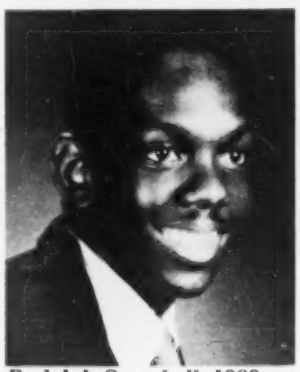
The hospitality industry's future stars will meet the leaders of today at the Salute to Excellence Student Forum, Tuesday, May 23, at the Chicago Hilton and Towers.

This thought-provoking and lively exchange across the generations will introduce the 200 top culinary students to every sector of the hospitality industry. National Restaurant Association Past President Pat O'Malley of Canteen Co. in

Chicago and the winner of the 1988 Ambassador Award will be the luncheon speaker.

Cathy A. Cheatham, 1989 student

The students, selected for outstanding academic performance, career interest and industry work experience and achievement by the deans and directors of their respective schools, will also be honored at the



Rudolph Campbell, 1989 student

Salute to Excellence Banquet.

Among other things, each student will receive a yearbook and student honorary delegate certificate.

The Main Course: 3,000 strong

On your mark. Get set. A wave of the starting flag and they are off—3,000 strong.

It's "The Main Course," the largest 10-K race in Chicago and an undisputed off-the-floor highpoint of the annual National Restaurant Association Show.

"The Main Course," the industry's annual run for health and fitness, will take off at Grant Park on Sunday, May 21, at 8 a.m. Come join contestants as they dash along the shimmering shores of Lake Michigan, around McCormick Place and McCormick Place

The Main Course

North and continue on through the Prairie Avenue historic district and down Michigan Avenue to finish at Arvey Field.

Open to attendees, exhibitors and Chicagoans, "The Main Course" offers a competing category for just about everyone.

Awards will be given to the first-place male and female and to the top three men, women and teams in individual categories.

Runners who cross the finish line are also eligible for the "You-Don't-Have-to-Win-to-Win" array of prizes—random drawings that include roundtrip airfare for two anywhere in the United States plus dinners and weekend packages at top Chicago-area restaurants and hotels. And all race participants walk off with souvenirs of their moment in the sun—Main Course T-shirts and running gear contributed by the race sponsors: Coca-Cola USA, Miller Brewing Company, Pepsi-Cola Company, and Tyson Foods, Inc.

The fee to participate in all this fun is only $8.95. For race applications, contact National Restaurant Association Convention Headquarters, 150 N. Michigan Ave., Suite 2000, Chicago 60601, (312) 853-2525.

A cornucopia of ideas

Show-goers in search of personal and professional excellence need not wander far. Just a stone's throw from the excitement of the Show floor will be an impressive and neatly packaged educational lineup, offering the latest ideas for improving and expanding personal and professional horizons.

The all-star cast of speakers for the Theater Series and Management Clinic includes authors, educators, celebrities, motivational experts, management consultants and others. Best of all, attendance at the Theater Series and Management Clinic is free, one of the many benefits of Show admission.

The Theater Series, to take place in the theaters

Tom Sullivan

on the mall level of McCormick Place on Monday and Tuesday, May 22 and 23, includes:

□ *Dr. Wayne Dyer,* internationally famous psychotherapist, lecturer and author, known for his best-sellers *Your Erroneous Zones, Pulling Your Own Strings* and *The Sky's the Limit.* Dyer, a three-time presenter at the Show, continues to motivate audiences to overcome self-imposed limitations.

□ *If You Could See What I Hear,* based on the autobiographical book and film by Tom Sullivan. Sullivan wears many hats—pianist, composer, actor, author and athlete. He also happens to be blind. Sullivan touches audiences with his insightful humor.

□ *The Challenge of Self Management* by Dr. John Lee. According to Lee, a pioneer in the field of time and self management, the challenge of self management is to manage oneself and others effectively under conditions of constant change. Attendees leave this workshop with immediately usable self-management tools and techniques, including handouts, "smart" charts and extensive bibliographies. Lee's public workshops have been attended by participants from 400 of the nation's top 500 companies.

□ *Relationship Strategies*—Dr. Tony Alessandra. The key to winning people over is understanding how they like to be treated, says Alessandra, who will teach attendees to recognize how others see them. A graduate of Notre Dame, Alessandra holds an MBA and Ph.D. in marketing. He is the coauthor of five books, including the best-seller *Non-Manipulative Selling* and *The Art of*

Managing People. Described as a young Jack Lemmon, Alessandra won the prestigious CPAE Award in 1981, the highest honor awarded a speaker by the National Speakers Association.

□ *How to Make Every Day a Good Day*—Ed Foreman. Successful businessman, management consultant and nationally acclaimed motivational speaker, Foreman knows much about winning. A millionaire by the age of 28 and the only person in this century to be elected to Congress from two different states, Foreman had a close working relationship with five presidents and served

Ed Foreman

as a presidential appointee in two administrations. He's also been an expert in the field of executive development since 1960. His presentation will incorporate step-by-step techniques for maintaining a wholesome, positive attitude and for controlling life situations instead of being controlled by them.

□ *Only Happy Customers Come Back*—Tom Leonard. Bringing good customers back is what it's all about. And Leonard, marketing vice president of Stew

SHOW SCHEDULE

SATURDAY, MAY 20
9:30 a.m.–5:30 p.m.
□ Dealer/supplier press preview of exposition, McCormick Place
□ 19th Annual Culinary Arts Salon, McCormick Place East, Chicago Room, first of four days; continues on May 21, 22 and 23

11:30 a.m.
□ 33rd Annual Hennessy Awards Luncheon, Hyatt Regency Chicago *(ticketed event)*
□ Culinary Arts Salon Award Ceremony (Salon 1), Jane Addams Room, McCormick Place East

6:30 p.m.
The Grand Banquet and Show/Congressional Leadership Forum Gala, Hyatt Regency Chicago, in honor of the National Restaurant Association's new Chairman of the Board and President. With superstar funnyman Bob Newhart, Dick Judson and the Sunshine Brass Orchestra and vocalist Toni Moore *(ticketed event)*

SUNDAY, MAY 21
7:00 a.m.
Registration and check-in for the Educational Foundation of the National Restaurant Association seminar series, McCormick Place North, lobby level

8:00 a.m.–3:30 p.m.
One-day seminars with a 30-minute lunch break, McCormick Place North, lobby level
□ Banquet Management
□ Creating, Planning and Implementing Successful Buffets
□ Dining-Room Management
□ Do-it-Yourself Public Relations
□ Food Cost Management
□ Hiring in a Tight Labor Market
□ Increasing Sales
□ Kitchen Management
□ Menus That Sell
□ Perfecting Your Culinary Skills
□ Profitability Workshop
□ Soups and Sauces

8:00 a.m.
The start of "The Main Course" 10-K race at Grant Park

10:30 a.m.–6:00 p.m.
Exposition opens, McCormick Place

10:30 a.m.
Opening ceremonies for the 2nd Annual Ice Carving Classic, with a parade of teams. Lower level, McCormick Place North

10:30 a.m.–6:00 p.m.
□ 2nd Annual National Restaurant Association Ice Carving Classic, lower level, McCormick Place North, first of three days; continues May 22 and May 23
□ National Restaurant Association Chefs' Stage, exhibit level, McCormick Place North, first of three days; continues May 22 and May 23
□ 19th Annual Culinary Arts Salon, McCormick Place East, Chicago Room, second of four days; continues May 22 and May 23

2:00 p.m.
Opening Day Ceremony, Arie Crown Theatre, McCormick Place with the welcoming address by Association Chairman of the Board and President Jim L. Peterson

9:00 p.m.–1:00 a.m.
Convention Capers, Rock 'n' Roll Night, featuring singer Johnny Rivers and the Joe Cantafio Band, Hyatt Regency Chicago.

MONDAY, MAY 22
9:00 a.m.–5:30 p.m.
Exposition opens, McCormick Place

9:30 a.m.–5:30 p.m.
□ 2nd Annual National Restaurant Association Ice Carving Classic, lower level, McCormick Place North, second of three days; continues May 23
□ National Restaurant Association Chefs' Stage, exhibit level, McCormick Place North, second of three days; continues May 23
□ 19th Annual Culinary Arts Salon, McCormick Place East, Chicago Room, third of four days; continues May 23

9:00 a.m.–4:00 p.m.
Management Clinic, McCormick Place
□ Customer Satisfaction Guaranteed

10:00-11:30 a.m.
Special Presentation
Speaker: Actress, Humanitarian and Author Patricia Neal, Theater 1, McCormick Place
Theater Series, McCormick Place
How to Make Every Day a Good Day. Theater 2.
Management Clinic, McCormick Place
□ Systematic vs. Gut-Level Problemsolving
□ Break-Even Analysis as a Profit-Planning Tool

11:30 a.m.
Culinary Arts Salon Award Ceremony (Salon 2), Jane Addams Room, McCormick Place East
Theater Series, McCormick Place
□ Management by

Responsibility, Theater 2
□ Marks of a Healthy Business in an Era of Change, Theater 3

Noon–1:30 p.m.
Management Clinic, McCormick Place
□ Finding and Keeping High-Quality Employees
□ Potential with a Plus (Hiring the Hearing-Impaired)

2:00–3:30 p.m.
Theater Series, McCormick Place
□ If You Could See What I Hear, Theater 1
□ Relationship Strategies, Theater 2
Management Clinic, McCormick Place
□ Winning Strategies to Maximize Your Potential
□ Will the Government Take Away Your Takeout?
□ Why Can't (or Won't) Jackie Do It?
□ Balancing the Responsibility and Profitability of Nutrition

9:00 p.m.–1:00 a.m.
Convention Capers, Country-and-Western Night, featuring Mel McDaniel and Chicago's up and coming country and western vocalist Nancy Hays with the Hot Set Up Band, Chicago Marriott Hotel

TUESDAY, MAY 23
9:30 a.m.–5:30 p.m.
Exposition opens, McCormick Place

9:30 a.m.–5:30 p.m.
□ 2nd Annual National Restaurant Association Ice Carving Classic, lower level, McCormick Place North, last day
□ National Restaurant Association Chefs' Stage, exhibit level, McCormick Place North, last day
□ 19th Annual Culinary Arts Salon, McCormick Place East, Chicago Room, last day

9:30 a.m.–4:30 p.m.
The Salute to Excellence Student Forum—200 outstanding students talk with successful industry professionals, Chicago Hilton and Towers

10:00–11:30 a.m.
Theater Series, McCormick Place
□ Dr. Wayne Dyer, Theater 1
Management Clinic, McCormick Place
□ Gaining the Competitive Edge by Exceeding Expectations
□ Your Personal Pursuit of Excellence: How to Exceed Your Goals
□ The Profitability, Growth and Continuity of a Family-Owned Business

Noon–1:30 p.m.
Theater Series, McCormick Place
□ The Challenge of Self Management, Theater 2
□ Only Happy Customers Come Back, Theater 3
Management Clinic, McCormick Place
□ Managing for Keeps
□ How to Give Customers What They Want
□ Emerging Technologies

2:00–3:30 p.m.
Theater Series, McCormick Place
□ Fear of Success, Theater 1

7:00 p.m.
Salute to Excellence Banquet, Chicago Hilton and Towers *(ticketed event)*

WEDNESDAY, MAY 24
9:30 a.m.–2:00 p.m.
Exposition opens, McCormick Place

10:30–Noon
Management Clinic
□ Marketing on a Limited Budget
□ Video-based Pre-Employment Testing and Training Programs

Leonard's, a dairy store in Norwalk, Connecticut, that serves 100,000 shoppers a week and grosses an incredible $100 million annually, will give his time-proven tips.

□ *Marks of a Healthy Business in an Era of Change*—Dr. Steve A. Martin. Former college professor and administrator and now head of his own management development and training firm, Martin will discuss change in today's society and why individuals and organizations resist it. He will also teach techniques for reducing resistance to change.

□ *Management by Responsibility*—Ingrid Wallace. According to management trainer Wallace, responsibility makes for success in management and personal endeavors. Management by Responsibility (MBR) reinforces the concept that each person is 100 percent responsible for his or her actions. In a lively and entertaining style uniquely her own, Wallace will help attendees identify and redirect nonproductive behavior in themselves and others. Attendees learn about proactive planning, project management and effective persuasion skills in the workplace.

□ *Fear of Success*—Terry Bradshaw. Recognized as one of the best sports speakers in America, Bradshaw translates sports into the world of business and achievement. Bradshaw's incredible professional football career includes a record four Super Bowl victories. Currently a color analyst for CBS-TV, Bradshaw has two top-selling gospel albums and owns and operates a quarter-horse and cattle ranch in Louisiana.

Ingrid Wallace

Management clinic

The management clinic, a series of informal practical discussions, takes place on the lobby level of McCormick Place, Monday, May 22, Tuesday, May 23 and Wednesday, May 24.

□ *Systematic vs. Gut-Level Problemsolving.* Former restaurateur Tom Costello, now an industry consultant and associate professor at the Center for Hospitality Management at Cal-Poly, will explain how to use both intuitive forces—the feel of an idea—as well as systematic, methodical and patterned approaches to management and problemsolving.

□ *Winning Strategies to Maximize Your Potential.* Dr. Wolf J. Rinke, author of *The Winning Foodservice Manager: Strategies for Doing More With Less*, will

Special airfare savings

Delta Airlines and United Airlines have once again been designated the official carriers for the 1989 National Restaurant Association Show. Guaranteed lowest fares possible on Delta or United from any city they serve. Call toll-free, Delta: 1-800-241-6760 and refer to NRA File #D0078; United: 1-800-521-4041 and mention NRA Account 9129-J.

share strategies that can take you to the top. (See the excerpt from his new book in this issue.)

□ *Gaining the Competitive Edge by Exceeding Expectations*. Susan A. Clarke, a dynamic motivator and personnel trainer with more than 20 years of experience in the hospitality industry, will focus on meeting and exceeding guests' expectations.

Susan A. Clarke

□ *Break-Even Analysis as a Profit Planning Tool*. Knowing when to grow and by how much is often half the battle of winning. Mickey Warner, associate professor in the School of Hospitality Management at Florida International University, will lead this important workshop for independent operators. Attendees will gain a working knowledge of break-even analysis that aids in development and expansion plans.

□ *Customer Satisfaction Guaranteed*. At this day-long symposium conducted in conjunction with the Institute of Food Technologists (IFT), a series of speakers from all segments of the industry will discuss such topics as customer satisfaction—being the best, health and nutrition, government and the restaurant industry, and protecting your profits.

□ *Marketing on a Limited Budget*. Purdue University's Dr. Mitch Crask will explain how hospitality operators can take advantage of some new research findings to help them better capture their primary markets, without spending a great deal of money.

□ *Will the Government Take Away Your Takeout?* Nancy Sherman of the Foodservice and Packaging Institute will offer a lively presentation on the expanding problem of solid waste. Learn how some of the quick-fix solutions proposed by state and local governments can have devastating repercussions on the foodservice industry.

□ *Managing for Keeps*. This practical workshop for line and staff managers offers strategies to create a positive company climate that helps to retain employees. Erwin "Doc" Berry of North Carolina Wesleyan will explain the supervisory profile that has the greatest effect on employee performance and retention, and customer satisfaction.

□ *CHART Programs*—The Council of Hotel and Restaurant Trainers continues its tradition of offering a series of programs on human resource development. This year's offerings include:

□ *Your Personal Pursuit of Excellence: How to Exceed Your Goals* by Dr. Ann Atkinson. Atkinson will draw on her years of training and management experience to explore the differences between leading and managing, and she will discuss training techniques that achieve maximum productivity.

□ *Finding and Keeping High-Quality Employees*. In her presentation, which is subtitled "Diving for Pearls in Muddy Waters and Making Them Shine," Jane Blicharz, management trainer for the Canteen Company, will explain how smart managers know the expectations and motivators of the work force and how they act on them to thrive in a tight labor market.

□ *Why Can't (or Won't) Jackie Do It?* ARA Services Director of Human Resource Development Joel Katz provides guidelines for a commonsense approach to diagnosing performance problems. Katz will differentiate between knowledge and skill deficiencies, helping attendees avoid the common trap of providing training to correct a skill deficiency, when the problem is actually lack of motivation.

□ *How to Give Customers What They Want*. Judith Maumus, training director at the Sheraton on Harbor Island, will help attendees develop a service program based on the documented success of her company's approach.

□ *Video-based Pre-employment Testing and Training Programs*. John Zoulas, corporate supervisor of training and development for Westin Hotels and Resorts in Seattle, will outline how video technology can aid in pre-employment screening and increase the efficiency and effectiveness of training programs.

□ *The Profitability, Growth and Continuity of a Family-Owned Business*. Mike Henning, president of the Henning Family Business Center in Effingham, Illinois, will discuss practices and policies that contribute to the profitability, growth and continuity of a family-owned business.

□ *Emerging Technologies in Foodservice*. Three important industry professionals will examine technologies that are revolutionizing front and back-of-the-house operations. You'll hear about the impact of computers on the front of the house and how to implement energy conservation measures in the back of the house. Speakers include Rob Grimes, president of Strategic Technology Services Corporation in Rockville, Maryland, Brian Sill, principal of Deterministics in Kirkland, Washington, and Bill Eaton, senior vice president, Cini-Little International, Potomac, Maryland.

□ *Balancing the Responsibility and Profitability of Nutrition*. A panel of leading industry professionals will discuss creative approaches for turning the latest nutritional guidelines into dollars at the cash register. Panelists include Bob Freeman, president of California Cafes, Corte Madera, California; and Mark Erickson, director of culinary education, Culinary Institute of America, Hyde Park, New York.

Mark Erickson

□ *Potential with a Plus.* This seminar will help you discover how your organization can work with hearing-impaired individuals. Mary Gawlik and Joe Mottivi of Gallaudet University's experiential program in Washington DC offer insight derived from a 14-year off-campus program that has placed hearing-impaired individuals in jobs consistent with their majors.

Educational seminars

If you can't take the time off to travel to a seminar conducted by the Educational Foundation of the National Restaurant Association, you can combine programs with a visit to the Show. This year the Educational Foundation's seminars will be held on one day only—Sunday, May 21—from 8 a.m. to 3 p.m. on the lobby level of McCormick Place North.

Here is the menu of educational activities:

□ *Banquet Management.* Are you thinking of moving into the profitable banquet business but are afraid logistics will squelch profits and sap existing resources? This seminar teaches attendees the how-tos of site selection, personnel staffing, banquet-function profitability and menu development. Taught by David Beronio of Hospitality Concepts in Lake Tahoe, Nevada.

□ *Creating, Planning and Implementing Successful Buffets.* Learn the basics of the profitable buffet business, including creative menus, decor, preparation, cost control and staff motivation. This course applies to foodservice operations of all sizes. Taught by Ron Yudd, general manager of the U.S. Senate restaurants in the Dirksen Building in Washington DC.

□ *Dining Room Management.* A "must" for all levels of staff and management involved in front-of-the-house operations, this course covers customer relations, employee motivation and "crisis" management. Taught by Ned Carloni, staff instructor at the Educational Foundation.

□ *Do-it-Yourself Public Relations.* This is a hands-on course that teaches you how to develop an in-house public relations program. Participants will learn how to target markets, design PR campaigns and work with the media. Taught by Suzanne Eisenberg, Eisenberg Communications, Lakeville, Minnesota.

□ *Food Cost Management.* Learn food cost control through a proven system that tracks actual food use. Attendees will receive the forms and management tools needed to integrate this valuable program into a new or existing operation. Taught by Bill Schwartz, System Concepts, Inc., Scottsdale, Arizona.

□ *Hiring in a Tight Labor Market.* This course teaches participants how to increase reliable applicant sources, evaluate application forms, perform a hospitality evaluation of job candidates and train management to become more skillful in hiring and maintaining qualified employees. Taught by Jim Moffa, Restaurant Resources Unlimited, St. Clair Shores, Michigan.

□ *Increasing Sales.* Let's face it. Regardless of how good things are going, they can always be better. This seminar will explore merchandising techniques, sales incentives, motivational tactics and other ways to improve sales. Participants will take a sharp look at their present dining room service. Taught by Denise Minchella, Hospitality Company, Playa del Rey, California.

□ *Kitchen Management.* Staff, management and the hands-on owner learn specific methods to run a better, more efficient operation—including streamlining purchasing and receiving, reducing food costs and improving quality. Taught by Rob Haimson, Potato Brumbaugh's, Greeley, Colorado.

□ *Menus That Sell.* Learn how to make the most of menus—a restaurant's number-one sales and marketing tool. From pointers on how to flag poor performers to tips on menu design and layout, this practical program will help attendees take full advantage of their menus as a sales tool. Taught by John Gruner, Gruner's Solution, Camwood, Michigan.

□ *Perfecting Your Culinary Skills.* High-quality food is the single most important asset in any operation. This course will teach the basics of preparation from fundamental techniques to "tricks of the trade." There is a special emphasis on cost control and efficiency. Taught by Jerry Byrnes, chef/instructor, Culinary Institute of America, Hyde Park, New York.

□ *Profitability Workshop.* A blueprint for improving profits at the unit level. This seminar introduces a variety of practical and innovative operating systems, management techniques and cost-control tips that can be implemented in any fullservice operation. Taught by Bill Main, The Shorebird Restaurant, Half Moon Bay, California.

□ *Soups and Sauces.* This seminar spotlights items that are inexpensive and easy to prepare, yet are distinctive, profitable menu additions. The course will present techniques and principles, too. Taught by Dave De Wolfe, chef, Memorial Medical Center, Long Beach, California.

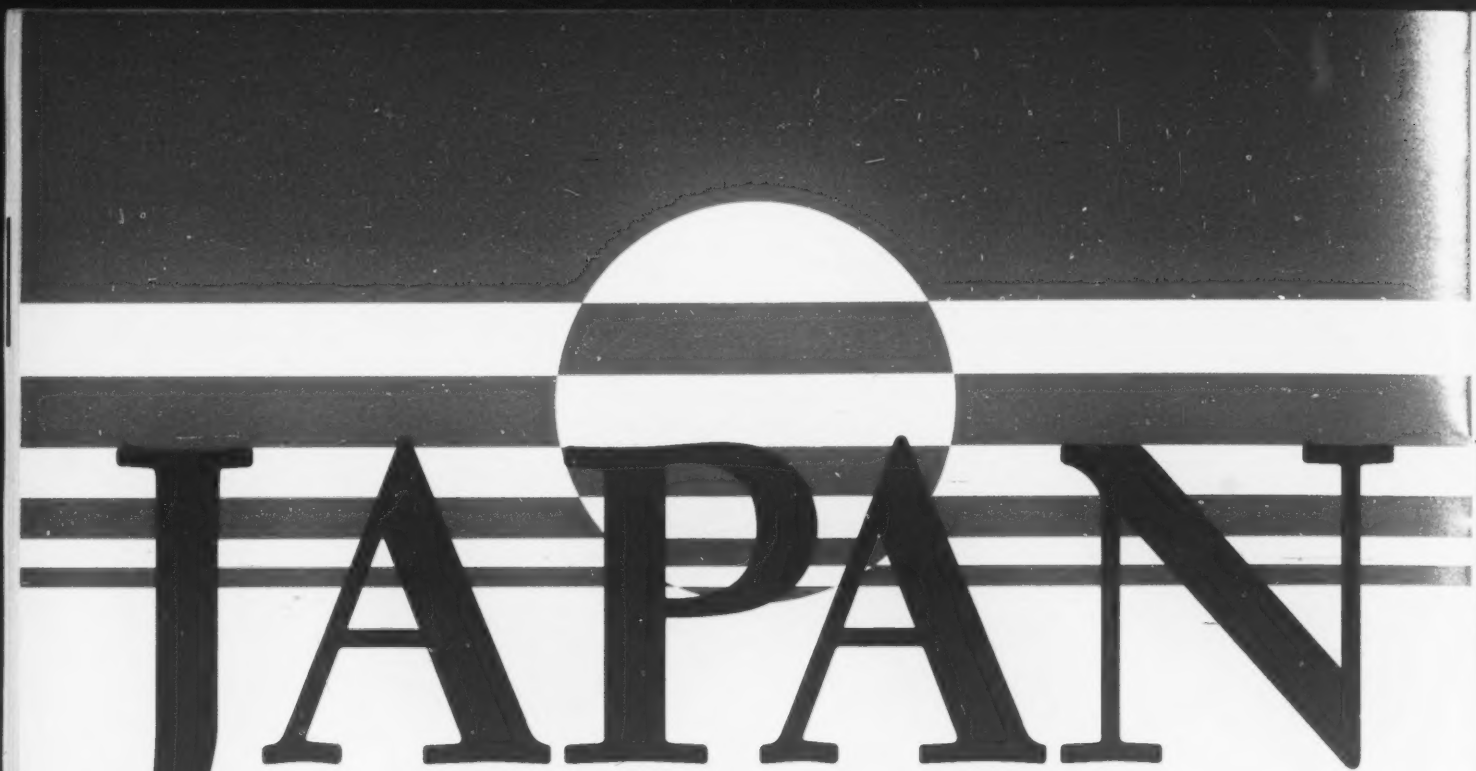
All seminars offered at the Show are $175 for association members and $215 for nonmembers, except for Dining Room Management and Kitchen Management; they are $140 for members, $170 for nonmembers. Multiple-registrant discounts are available.

The registration fee for each seminar and travel expenses are tax deductible. The deductibility of meals associated with seminars is limited to 80 percent.

Educational seminars offer a chance to learn at the Show

These seminars are approved for continuing education credit by the International Food Service Executives Association (IFSEA), the Dietary Managers Association (DMA) and the American Culinary Federation (ACF).

For additional information, contact Customer Service, The Educational Foundation of the National Restaurant Association, 250 S. Wacker Dr., Chicago 60606, (312) 715-1010 or 1-800-522-7578.



Land of the Rising Sun Beckons to American Foodservice

This year's annual Show in Chicago will feature exhibits and attendees from all around the world, a testimony to the increasing globalization of the foodservice industry. At the forefront of this trend is Japan, with its booming economy and ready consumer markets. For many American entrepreneurs willing to take a chance in a foreign land, Japan has been an extraordinary outlet for expansion. In 1989 Japan's restaurant industry will do an estimated $170 billion in sales.

by Carolyn Hughes Crowley

Japan is thought of as a nationalistic country, better known for selling goods and lending money than for extending a hand to outside entrepreneurs. Nevertheless, many American companies have broken through language, cultural and business barriers to achieve success in Japan's foodservice industry.

The fact is that many Japanese consumers are fascinated with anything American, whether it be baseball, rock music or American food. "American items are gaining in popularity here," says Ernest Higa, a Japanese-American businessman who introduced Tokyo to Domino's Pizza. "There is a status connected with an item that carries an American name. That's why our menus are written in both English and Japanese. The English is mostly just for show."

Marketing experts told Higa in the 1960s and 1970s that the rice-loving Japanese would never take to doughy crusts, tomato sauce and pizza delivery. The common response to Japanese supermarket taste tests of cheese was that it "looked and tasted like soap." Higa ignored the warnings and became Domino's licensee in Japan in 1984, opening 50 stores in Tokyo. Why did Higa buck the experts? He reasoned that the Japanese, who place a premium on well-packaged, attractively prepared food, would like pizza's colorful mixtures. Higa's intuition proved to be on target. This year his Domino's stores will reach $60 million in sales, with an average check equal to $19 per pie.

Carolyn Hughes Crowley is a freelance writer in Washington DC.

Kentucky Fried Chicken, Japan, has also made the most of its American roots in becoming a Japanese success story. Higa's brother-in-law, Shin Ohkawara, president of the very successful firm, explains that the company has used the best of America's image to sell its chicken. "We sell the idea of good old American green pastures, fresh air and clean water."

Some of the chicken outlets look like a small part of Kentucky settled in suburban Tokyo. Out front is a life-sized Colonel Sanders, and on the walls are pastoral farm scenes. Television commercials feature the music of

Stephen Foster. At Christmastime, a promotion urges the Japanese to celebrate an American Christmas with a barrel of chicken.

Broadened horizons

Why are American products so popular in Japan? More than 6 million Japanese travel overseas annually, many of them coming to the United States. As these travelers try new foods abroad, their desire to expand their at-home dining experiences increases, making American restaurant chains that much more popular.

One particular event marked a turning point in the Japanese attitude toward American food. In 1970, 60 million Japanese citizens attended the six-month Osaka International Exposition. "You can't really imagine it today; it marked the beginning of an epoch," says Kazuhiko Haruguchi, executive editor of Japan's weekly *Hotel and Restaurant* magazine. Debuting at the exposition were McDonald's, Kentucky Fried Chicken, a Western cafeteria and foreign ethnic restaurants. Western food caught on. Today, Western-style fast food is the fastest-growing restaurant segment in Japan. In fact, there are more American quickservice establishments in Japan than in any other country outside North America. Between 1974 and 1984, the number of outlets rose from 264 to 1,490.

"All the successful restaurant concepts in Japan have come from the United States, not Europe," says Ernest Higa. "Saying you are from the U.S.A. is the best way to show you are different from the sushi shop down the road."

Meat and dairy consumption have risen sharply in recent years. According to Dr. Hanio Nakamura, a professor in the Department of Medicine at the National Defense Medical College in Tokorozawa City in Japan, the Japanese are eating about one-half the rice they did 25 years ago, although it remains a staple. Beef consumption is on the rise in spite of prices that put ground beef at $12 a pound and finer cuts of meat even higher. These premium prices make beef a luxury item enjoyed by some as a status food. It is no wonder then that McDonald's leads the growth in the fast food sector. For the last six years it has been the largest fast-food franchise in Japan, with sales of more than $1 billion a year. The year after the exposition, McDonald's opened the first of its 650 stores in Japan. Today all but two of Japan's 47 prefectures have a McDonald's restaurant. This Japanese subsidiary of McDonald's is the American company's largest overseas venture, accounting for more than 36 percent of foreign sales.

"People thought we'd never be successful," says Tatsuki Kubo of McDonald's Company (Japan) Ltd. "They told us that the Japanese wouldn't eat hamburgers because they didn't know what they were." Instead, Japan has rewarded American restaurants like McDonald's with millions of dollars of patronage. This has happened not only because the Japanese like things that are American, but also because the Japanese have many lifestyle characteristics that are similar to those of U.S. consumers.

An on-the-go society

It is not uncommon today for Western-dressed Japanese women to visit Shinto shrines and then afterward stop at McDonald's for a Big Mac and a shake. When asked why she chose McDonald's for a meal, one young mother, balancing a baby, grocery packages and McDonald's bags in her arms, explained, "We're going out of town today, so we don't have time to stop and eat lunch. We'll eat in the car." Just like Americans, the Japanese find themselves on the go in a mobile society.

Japan is also like the United States in that the country has a well-developed economy. There is sufficient capital available for the startup of new foodservice ventures, and there is a well-to-do consumer market capable of driving the expansion of foodservice outlets.

In 1989 Japan's vibrant restaurant industry will register an estimated $170 billion in sales in a country the size of California. Japan's population is about half that of the United States, yet there are more than 1 million foodservice establishments in Japan—one for every 117 people, which is more than triple the U.S. rate of one for every 400 people. Japan's per capita expenditures also exceed those in the United States. In 1986, the Japanese spent $1,100 per person on eating-out expenditures, versus $768 in the United States. "Japan is a society of affluent people who can afford to eat out," says Robert I. Higgins, president of the international division of Denny's Inc.

Prices tell part of the story. The prices of many foods in Japan seem extremely high—especially when converted into U.S. dollars, which have fallen in value in recent years relative to the Japanese yen. Imported

Success on the sidelines

Even novelty food items can win a loyal Japanese following. When Baskin-Robbins, the world's largest chain of ice cream stores, initially went to Japan, "People warned us the stores would never stay open during a Japanese winter," says Baskin-Robbins spokesperson Mary Motherwell. But before long, "31 Flavors," as the Japanese call Baskin-Robbins, became an institution. "All we had to do was convince them to eat ice cream," says Motherwell. "It's not a hard product to sell." There are now 436 Baskin-Robbins stores in Japan. The only major difference in ice cream marketing in Japan is that different flavors are favored. For instance, marshmallow-lemon and green tea are big hits in Japan, and chocolate is not as popular as in the United States.

Even the bagel has secured a niche in the Japanese market. Japan's preeminent bagel maker is 39-year-old Chicagoan Lyle Fox, whose main store in Tokyo is about the size of a walk-in closet. His outlets are in Tokyo department stores, Nagasaki coffee shops and in central Japanese cities. For the Japanese eye and touch, he makes bagels smaller, softer and more uniform than those sold in the United States.

Fox produces about 10,000 bagels a day, in flavors ranging from whole-wheat to sesame seed to cinnamon-raisin—the big favorite. Fox says his customers are mostly young Japanese women 18 to 29 years old who think bagels are trendy, upscale and tasty. "People come in and ask for lox and cream cheese on cinnamon-raisin. I almost die when I hear that," says Fox.

cantaloupes sell for $65 each in Japan, apples are $5.25 each, and a box of 104 cherries costs $240. A 14-inch Domino's pizza in Tokyo rings up at $27, and a steak can cost $50 or more.

Business the Japanese way

Another reason for the proliferation of American restaurants in Japan is that many Japanese businesspeople want to be franchisees. Cash-rich businesses in Japan are rushing to find new business opportunities—frequently franchises—to take advantage of the yen's strength against the dollar.

"Japan is a series of mom-and-pop shops. To convert these kinds of operations into franchises is ideal," says Anne Hayashi, assistant vice president of Link Consulting Associates, a Japan-based consulting firm that matches Japanese investors with U.S. franchise companies.

Hayashi points out, however, that an American company's blueprints for success may have to be altered slightly after crossing the Pacific. "Just because something works a particular way in the United States, you can't be so rigid as to say it should work the same way in the Pacific Rim," explains Hayashi. "So you give them the ground rules or the product and tell them, 'This is how we do it and why it works here.' They take it and adapt it to Japan."

When Wolfgang Puck's Spago Restaurant opened a restaurant in a Tokyo nightlife district in 1983, supervising director Johnny Romoglia found that the spirit of compromise was crucial to success.

"The Japanese want things their way. You have to be diplomatic, prove your success, and then they'll accept your idea. But there must be give-and-take," explains Romoglia, who is now Spago's dining room manager in Los Angeles.

Zack's Famous Frozen Yogurt, based in Metairie, Louisiana, opened its first store in Japan in 1987 and has already grown to four units. Zack's' President Steven A. Watts is pleased with his company's first international market venture. "The Japanese are easy, polite and honorable to work with," he says. "I feel we have made friends for life."

Zack's assisted the Japanese in training, site selection and store operations, but Watts points out that "they take leadership and evaluate and implement decisions. Once they make a decision, they move rapidly. They don't take well to a heavy hand."

Pleasing the Japanese palate and eye

American companies seeking success across the ocean have also had their share of adaptations. Domino's made product changes when it entered the Japanese market. For example, it serves 10-inch and 14-inch pizzas in Japan, instead of the 12-inch and 16-inch pizzas served in the United States. Although it offers the same toppings as in America and pepperoni is the most popular, it has added tuna

The opening of a Zack's Frozen Yogurt store is adapted to fit the Japanese culture.

Boardroom Special

Peterson speaks at Pan-Pacific Conference

When National Restaurant Association President Jim Peterson was asked to address the International Pan-Pacific Foodservice Conference in Tokyo last November, this is the advice he gave to those present about ways the Japan Foodservice Association could encourage the development of the foodservice industry in Asia.

We are entering an era in which international exchange will become absolutely mandatory. We must exchange ideas, technologies, procedures, human resources and knowledge. The world is shrinking. Due to the computer, satellite technology, fiber-optics, facsimile systems and modern air transportation, we are increasingly doing business across international borders. At least one Japanese scholar has suggested that the business executive of today must learn to do business in three parts of the world—the United States, Europe and the Pacific Rim.

Organizations such as the Japan Foodservice Association and the International Pan-Pacific Foodservice Conference can take a leadership role in such exchanges. My specific suggestions are that the Japan Foodservice Association encourage:

□ **1. All member countries to participate in the exchange of ideas and food products.** I've never seen a country whose people did not love the foods of other countries. Sushi is a favorite food in the United States, just as Peking Duck is a favorite worldwide. The Japan

Wendy's' "all American" sign really stands out on a crowded Tokyo street.

and sweet corn. Domino's also retains its 30-minute-delivery guarantee in Tokyo, which is no small feat for deliverers who must ride on custom-made motor scooters through the thousands of unnamed streets. If the delivery time exceeds the guarantee, the customer receives a $5 refund.

Wendy's, which opened its first store in Japan in 1981 and now has 39 in the Tokyo area, customized its products to the Japanese taste and downsized its food portions and table settings. Special flavors and products have been added, such as mushroom-teriyaki hamburger.

The right site

The problem of adapting to a new market and new business practices pale in comparison with the major obstacle to starting a Japanese venture: finding a site on which to do business.

"Finding space is the number-one problem in Japan," says Wendy's Vice President Denny Lynch. "Affordability of the land is the second problem." Japan's high population density and booming economy have led to soaring land prices. Some Japanese companies have combated high real estate costs by entering into site-sharing arrangements with other businesses. (See "The Squeeze Is On Location" in the August 1988 issue of ***Restaurants USA.***) But American businesses trying to franchise in Japan may find themselves at the mercy of their Japanese partners' ability to obtain a site.

"Real estate is a killer over there," says Steve Watts of Zack's. "But it's worth it because of the number of people in a smaller area." The rent for a Zack's store in Tokyo is three times higher than in the United States, and the site is smaller—700 square feet versus 1,000 to 1,200 square feet in the United States.

Foodservice Association can be instrumental in promoting the foods of the Pacific Rim.

□ **2. Japan to avoid protectionist measures.** The worst thing that could happen is for the food industry to follow in the footsteps of the electronics and automotive industries. Much can be gained by opening your food markets to competition. Closed markets lead to bitter relationships. In the end, both countries lose. Bilateral trade agreements can lead to exchanges that benefit both nations. Japan can transfer POS technology to other Pacific Rim countries in exchange for entry into their markets. Look at the ways MOS Burger has adopted the Western fast food concept and transformed it to create a fast food noodle chain.

□ **3. The building of common international standards of food excellence in the Pacific Rim.** Guidelines for temperature, refrigeration and cleanliness can be established and disseminated throughout the Pacific Rim. An international advisory board could monitor and publish standards.

□ **4. An international distribution system.** Without a reliable distribution system, a multi-unit operation cannot expand across international borders. Yet, because of different cultures and national policies, this type of system may be difficult to implement in the Pacific Rim. It is, however, a goal to work toward. At Whataburger, we have learned that there is a direct relationship between a good distribution system and a high-quality product.

□ **5. Cooperation on international issues.** There are many issues that face the food industry. Some of these issues are the same in the United States as they are in Asia. *Time* magazine recently ran a cover story on the sad state of our oceans. At the present rate of pollution, we may soon find ourselves without the resources to catch the kind of high-quality fish that countries like Japan are accustomed to.

□ **6. Legislation to allow the food industry to develop without governmental interference.** Governmental intervention can only stymie the growth of the foodservice industry in any country. It will be up-to organizations like yours to convince your respective governments that the food industry can be the largest employer in the country if it is allowed to develop without interference.

□ **7. Education.** The role of educating and training foodservice personnel cannot be overemphasized. I would encourage organizations such as yours to help fund new programs at universities. The food industry is becoming increasingly sophisticated. We must help our managers to adapt to the rapid changes.

Domino's Pizza keeps its famous 30-minute delivery guarantee by using a fleet of motor scooters.

In sum

In many ways, Japan looks like a dream market for American foodservice companies. It has densely populated cities and citizens who are willing to spend their yen dining out on American food. But, as with any international venture, there are unique problems with doing business in Japan—including, above all, the high cost of real estate. ❑

Welcoming foreign tourists

As the first in a series focusing on travel and tourism within the United States, this article examines foreign travel to the United States. It reviews the growth in popularity of the United States as a destination for foreign tourists and highlights how these international visitors can be a potentially lucrative market for restaurateurs.

Although U.S. citizens have always enjoyed traveling and seeking the unknown or unvisited, their adventurous spirit is not unique. People from many parts of the world share that interest in travel and discovery. These international tourists are increasingly heading toward the United States, especially since the U.S. dollar has decreased in value abroad during recent years.

The United States Travel and Tourism Administration (USTTA) projects that the number of foreign visitors to the United States will climb during the next few years. Recently revised projections estimate that the number of foreign visitors rose 14 percent to 33.7 million in 1988 and will grow to 35.7 million in 1989—an increase of 6 percent. In 1990, USTTA projects that 37.2 million foreigners will visit the United States. These foreign travelers represent a growing market for the U.S. foodservice industry.

Where do they come from?

Where do these foreign tourists come from? Not surprisingly, the two largest groups of visitors are from Canada and Mexico. Almost 14 million Canadians traveled to the United States in 1988. If that number is combined with the 7.5 million Mexican visitors, then 63 percent of all foreign travelers to the United States in 1988 came from North America.

The remaining 37 percent of foreign visitors in 1988 were from overseas. Although in 1987 these overseas visitors represented only 35 percent of total foreign travelers, their numbers should increase to 38.3 percent in 1989 and to 38.9 percent in 1990. The diminished exchange rate of the U.S. dollar has enhanced the United States' position as a destination and leads tourists to expect a "better value," thereby increasing the proportion of overseas travelers.

According to USTTA, five countries registered a significant 20 percent or higher increase in foreigners visiting the United States in 1988: the United Kingdom (34 percent), Japan (24 percent), Germany (23 percent), Switzerland (20 percent) and the Netherlands (20 percent). A sixth country, France, provides a steady flow of tourists. Japanese visitors are expected to increase more than 20 percent again in 1989, making Japan both the largest and the fastest-growing overseas source of U.S.-bound travelers.

Overseas visitors—market breakdown, 1988*

More than eight of every 10 visitors to the United States are traveling for pleasure

Visa type	Arrivals	Percentage of total
Pleasure	7,793,515	80.9%
Business	1,601,004	16.6
Student	238,305	2.5

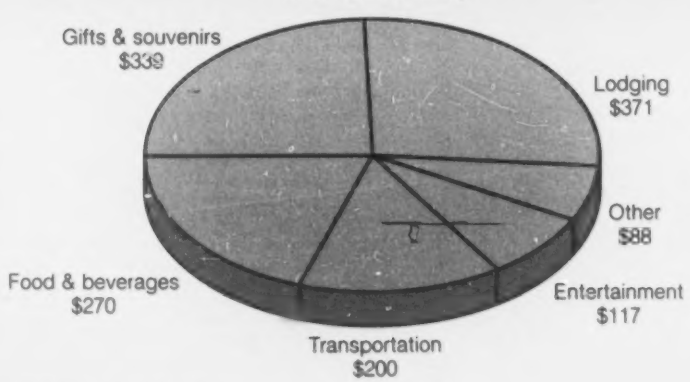
**first nine months of 1988 based on visa*

Note: *Does not include visitors from Canada or Mexico*

Source: U.S. Travel and Tourism Administration

Expenditures by foreign visitors, 1987* (average per visitor)

Food and beverages were the third-highest expenditure among foreign visitors to the United States



**While in the United States*

Source: U.S. Travel & Tourism Administration

States look to increase foreign tourism

With foreign travel to the United States on the rise, many states are increasing their marketing efforts to attract foreign visitors.

Because tourism from Japan and Western Europe is particularly high, it is not surprising that many states are promoting themselves in those countries in 1989. According to the U.S. Travel Data Center, Alaska plans to spend $590,000 in Japan and $255,000 in West Germany during 1989 to promote tourism. Colorado, Florida, Massachusetts, Utah and Virginia expect to target Europe, while Georgia, Hawaii, Idaho, Montana, Nevada, Oregon and Wyoming plan promotions in Japan. Alabama, Florida, Hawaii, Montana and North Dakota will advertise their states in Canada, while Wyoming will blaze another trail by promoting itself in both Australia and Taiwan.

Additionally, many states have travel offices in foreign countries to help increase awareness abroad. Japan has the largest number (20) of travel offices from states, but locations such as West Germany, England, Canada and Belgium are also popular.

Foreign arrivals, 1988–1990*

Canada and Mexico account for the largest number of foreign visitors

Country of origin	1988 arrivals (000)	1989 arrivals (000)	1990 arrivals (000)
Neighboring			
Canada	13,697	14,245	14,535
Mexico	7,505	7,805	8,200
Overseas	12,534	13,700	14,455
Europe	5,772	6,215	6,415
United Kingdom	1,822	2,055	2,120
Germany	1,174	1,235	1,275
France	617	640	655
Italy	353	375	385
Switzerland	286	305	325
Netherlands	242	255	265
Caribbean	989	1,125	1,285
Asia/Mid-East	3,793	4,290	4,610
Japan	2,639	3,220	3,515
South America	981	1,035	1,078
Oceania	518	550	580
Australia	332	350	370
Central America	348	350	350
Africa	133	140	145
GRAND TOTAL	33,736	35,750	37,190

**projected*

Source: U.S. Travel and Tourism Administration

Where do they go?

Perhaps more crucial to restaurateurs vying for a share of this large market of foreign visitors is where these travelers go once they arrive in the United States. Foreigners appear to be drawn to either the East or West Coasts. USTTA data indicated that California was the most highly visited state by foreigners in 1987, followed by New York, Texas, Florida and Hawaii. Furthermore, USTTA found that New York City was visited by more than one-fourth (26 percent) of all foreign visitors in 1987. Los Angeles (22 percent) and San Francisco (20 percent) were the next most popular U.S. cities. Because of an already high visibility among foreign travelers, restaurateurs in these areas may only need to make their establishments "top of mind" to tap the overseas visitor market.

For restaurateurs not in these prime travel areas, it is still possible to attract foreign travelers. In 1987 more than half (53 percent) the foreign tourists actually visited two or more states while in the United States. In fact, more than one-third of overseas visitors used either a rental (38 percent) or private (36 percent) automobile while in the United States. Thus, overseas visitors are not necessarily limited to the city or state in which they begin their stay; they can readily travel to dining establishments that may not be next door to their accommodations. Moreover, since many overseas travelers are attracted to activities such as shopping and sightseeing, establishments in close proximity to such activities have an increased potential for capturing part of the foreign-traveler market.

Who are these travelers?

Perhaps more important than knowing where foreign travelers come from and where they are going is

Quick facts on foreign visitors

Japan

- ☐ The typical Japanese overseas trip to the United States is an all-inclusive package vacation.
- ☐ The destination is usually chosen in consultation with a travel agent.
- ☐ Most popular months: May to October.
- ☐ Children under 18 years old are rarely included on overseas vacations.
- ☐ Top activities in order of preference: sightseeing, shopping, dining out and guided excursions.
- ☐ Most Japanese visitors travel to the West Coast.

United Kingdom

- ☐ Most British travelers do not take package vacations.
- ☐ Nearly 25 percent travel alone and 50 percent travel as couples.
- ☐ Children accompany about one out of every five visitors.
- ☐ Most popular months: July to October.
- ☐ The main purpose of a U.S. trip: to visit friends or relatives.
- ☐ Top five activities in order of preference: shopping, taking pictures, dining out, sightseeing and food sampling.
- ☐ The most popular destinations: the coastal areas of the U.S. mainland—particularly New York, Florida and California.

West Germany

- ☐ Food and eating out are top-of-mind activities for travelers from West Germany. Their favorite activities are dining out and sampling local foods.
- ☐ West German visitors are usually not part of a package vacation. More than 30 percent travel alone.
- ☐ West German children are rarely included on overseas trips.
- ☐ Travel occurs mainly in the summer and, to a lesser degree, the spring.
- ☐ Favorite destinations: New York and California.

France

- ☐ French tourists are very interested in tasting U.S. cuisine. Their favorite activity is sampling local foods, followed by dining out.
- ☐ Travel to the United States usually occurs in July and August.
- ☐ The French have little interest in package vacations.
- ☐ Visiting friends/relatives and touring are top draws.
- ☐ New York is the top destination.

Source: U.S. Travel and Tourism Administration

knowing which tourists are coming and how to reach them before they arrive. According to USTTA, in 1987 more men than women traveled overseas to the United States (62 percent versus 33 percent); very few travelers were children (only 5 percent were under 18 years old). The average male overseas traveler was 41 years old and was slightly older than the average female overseas traveler (37 years old).

The average party size was small—1.4 persons, with almost half (48 percent) traveling alone and more than one-third traveling with a family member (34 percent). Most overseas travelers had white-collar occupations: 67 percent were either managers/executives, professionals/technical workers or clerical/sales workers, with a high average family income of $46 820 per year. Therefore, amenities for small parties, especially single diners, and an atmosphere that would attract affluent adult patrons could be particularly attractive to an overseas traveler.

When making travel arrangements, most foreign visitors (62 percent) used a travel agent as a principal source of information, according to USTTA. Friends and relatives were also consulted (20 percent), as were the airlines (17 percent). Published sources, such as travel guides and books, newspapers and magazines, and government sources were less commonly used. Moreover, 78 percent of overseas travelers had previously visited the United States. A positive restaurant experience could lead not only to word-of-mouth advertising overseas but also to a potential return patron on a subsequent U.S. visit.

—Nancy Michalski

Where to go for more information

Restaurateurs interested in obtaining more information on foreign travelers to the United States and how to market to them should check with the U.S. Travel and Tourism Administration. Many USTTA resources are free or available at a low cost.

Contact: Office of Research, U.S. Travel and Tourism Administration, U.S. Department of Commerce, Room 1516, Washington, DC 20230, (202) 377-4028.

SAUS

Consider their versatility, and it is no wonder that sausages are showing up again on restaurant menus. Appropriate at any time of the day, they can be served at any part of the meal—even at dessert. And they add zesty accents to stuffings, soups, stews, vegetables and pizzas. Moreover, sausages easily adapt to the limitations of any kitchen, since they can be grilled, steamed, poached, boiled, broiled, baked or roasted.

by Claire Regan

Chef Tina Mueller, author of *The Professional Chef's Book of Charcuterie* (CBI, Van Nostrand Reinhold Co., Inc, 1987), praises sausages. "Sausage can be an aristocratic or a peasant food. It can be dressed up with morrels or lobster or left simple and hearty. Commercial preparations have maligned the image of sausage, but I think people have renewed appreciation for the art of sausage preparation. Sausages are no longer considered the lowly sandwich you eat at the amusement park. They appeal to the artistic sense of both the patron and the chef." That is why the sausages of today are often a far cry from their traditional roots, as chefs experiment with a variety of ingredient combinations and presentations.

Sausages of days gone by

Sausages have been part of our culinary repertoire since the days of ancient Greece and, like most inventions, were created out of necessity. An unsteady supply of slaughter animals forced early humans to use every last part of an animal. The stomach and intestines proved to be a convenient cooking pouch for meat scraps, organ meats and blood. The Romans, who were particularly fond of eating, are reputedly responsible for sausage's ethnic diversity because they introduced the culinary creation to the territories they conquered. Once accepted, sausages developed distinctive flavors—partly a result of ingredients, economics and religious beliefs, and partly as a result of the type of wood used for smoking.

Prior to refrigeration, spices were often used to mask the flavor of sausages made from spoiled meat. In fact, the deadly toxin botulin earned its name from *botulus*, the Latin word for sausage, after a 19th century botulism outbreak was traced to blood sausage in Germany.

The first American sausage is thought to have been pemmican, a smoked sausage patty made from grain, fat and berries. It was eaten by American Indians.

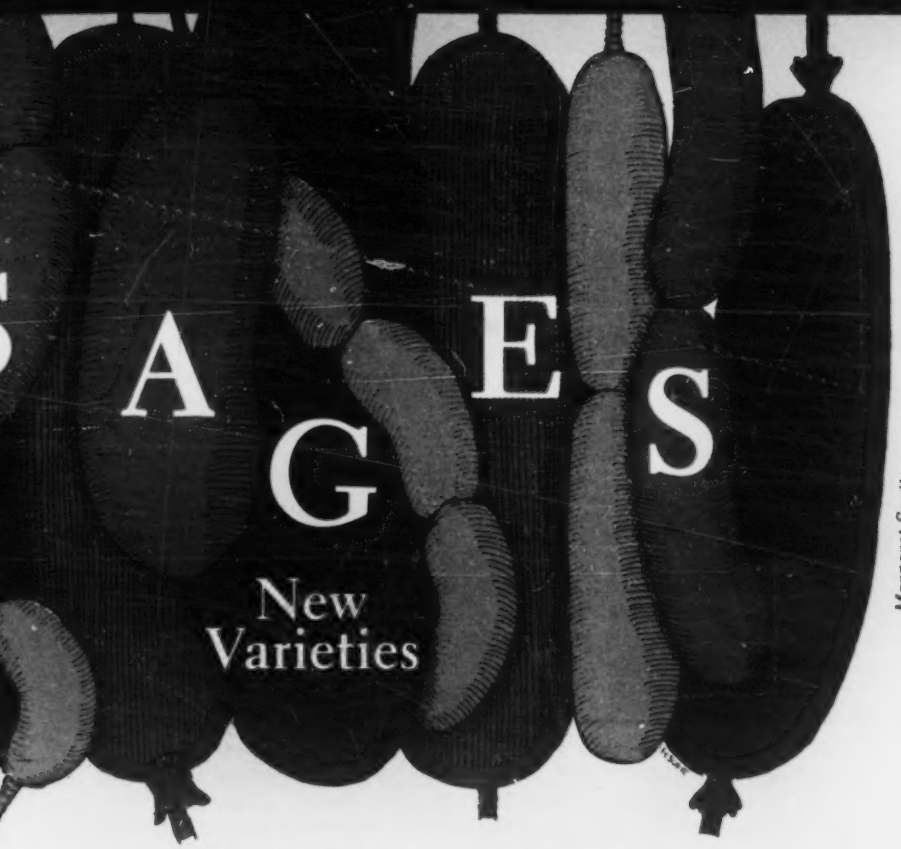
Sausages of today

The sausages of today are often less greasy—and healthier—than the traditional variety. And they are often more unusual. "At Trumps (Los Angeles), I can put almost anything tasty into a sausage casing, and people will order as much of it as I can prepare," says chef/author Michael Roberts in *Secret Ingredients* (Bantam, 1988). Dishes include mixed-seafood sausages, chicken-liver-and-sage sausages, turkey sausages and chocolate lamb sausages.

At 8700, a 100-seat restaurant in Scottsdale, Arizona, chefs have transformed the plebeian hot dog into pheasant sausage. Served with a mesquite grilled corn cake, it is a popular appetizer.

According to general manager Bruce Eaglesham, "We go through three to five pounds of it a day." The restaurant features other sausages for its daily-special appetizers, including rabbit, seafood, duck, Mexican chorizo and the show-

Claire Regan, R.D., is manager/staff nutritionist at the National Restaurant Association.



Margaret Scott

stopping rattlesnake variety, which attracts curiosity seekers. "Rattlesnake isn't at all gamey in flavor. In fact, the spices we add—cilantro and cayenne—really add to the flavor. Whenever we have rattlesnake sausage it's a sellout. People are curious, plus it tastes good," Eaglesham is quick to point out.

Sausage appetizer specials are often served with fresh flour tortillas and red or yellow tomato salsa. And as entrees, sausages have also been included in 8700's mixed grill.

Even more unusual than the sausage varieties at 8700 is a dessert sausage—a fruit boudin, developed by Tina Mueller when she worked at the World Trade Center's Market Bar and Dining Room in Manhattan. "At the Market Bar I was responsible for pates and terrines and had a chance to explore. This was the genesis of many of the recipes in my book," Muelier explains. "The nouvelle French movement actually influenced the creation of the fruit boudin. We wanted a light, simple dessert. Served sliced on a chilled plate, garnished with fruit and a mint sprig and drizzled with creme de cassis, the fruit boudin had eye appeal."

In addition to her fruit boudin, Mueller has developed a low-fat sausage. "Sausages do have a reputation for being fatty, and it's justified in some cases. Fat not only adds taste and texture but it also acts as a binder and keeps the density down." Experimenting with lean meat, egg white, stock and grains like rice and kasha, Mueller came up with a tasty low-fat sausage with a good texture. (See recipe.)

Making your own

Many chefs advocate on-premises sausage preparation. It's more creative and permits more quality and food cost control. "Making sausages is not at all difficult," promises chef Roberts. "You should attempt it at least once." "It gives you a chance to fully utilize a product, like a whole pork loin," explains chef Fred VonHusen, an associate culinary instructor at the Culinary Institute of America. "The end trimmings can also be used in sausage or pate and thereby increase the profit margin. Plus you have total control over the quality of your product." VonHusen believes that on-premises sausage preparation is the "coming thing" for independent operators and caterers. Most chefs already have the necessary equipment—a grinder/mixer, food processor or buffalo chopper. "With one of these you can make any kind of sausage," VonHusen explains. Then all you need are casings or plastic wrap.

But for those who might lack the labor on-premises sausage-making requires, there are suppliers who offer a variety of interesting, fresh sausages. The Aidells Sausage Company of Kensington, California, is among them, with chef-turned-sausage-maker Bruce Aidells at the helm. Aidells, former executive chef at Poulet Restaurant/Charcuterie in Berkeley, California, makes sausages with a new twist—such as Cajun sausage; duck sausage seasoned with green peppercorns and oranges; chicken apple sausage; and smoked-turkey kielbasa. Aidells has also created custom sausages for operators who order a large volume, including whiskey fennel, a lightly smoked pork sausage he soon will be adding to his product list.

Alligator sausage is one variety that chefs may not be prone to produce in-house. But according to Paul Marciante, manufacturer of Marciante brand sausage (Itals Inc., Chalmette, Louisiana), sales of his alligator sausage (60 percent alligator meat, 40 percent pork) are "fantastic," both in Louisana and out of state. "The tourists love it. I sell to all kinds of restaurants, not just Cajun. Some of my customers serve alligator sausage in a marinara sauce over pasta, with a tarragon-stuffed chicken breast, or with artichoke hearts and black olives in a light cream sauce." Marciante compares the flavor of alligator to that of veal. "If they didn't read it on the menu, people probably wouldn't even know they're eating alligator," Marciante speculates. ❑

Yields about 2½ lbs.

Ingredients:
3 yards pork casings
1 lb. boneless lean beef or poultry, cut into strips or cubes
1 lb. boneless lean pork, cut into strips or cubes
3 crushed ice cubes (preferably made from brown stock)
1 to 1½ cups cooked grains (such as kasha, rice, or bulgur) or crumbled firm tofu
½ onion, minced
3 egg whites
1½ tspns. crumbled sage
1 tspn. honey or sugar
1 tspn. black pepper
1 tspn. quatre epices
½ tspn. cayenne

Method:
Prepare the casings. Combine all the remaining ingredients and pass them through a coarse grinding disk. Test the seasonings and correct if necessary. Stuff the casings and form 2½-inch links. Refrigerate the sausage, uncovered, for 12 hours before cooking, in order to develop its flavor.

Securely wrapped, this sausage keeps for 2 days refrigerated, or about 1 month frozen.

Serving suggestions:
Gently poach the sausage in stock, soup or tomato sauce. Poaching helps maintain a moist-textured sausage and contributes flavor. Serve as you would any other sausage.

—Reprinted from The Professional Chef's Book of Charcuterie *by Tina Mueller, Van Nostrand Reinhold Co., Inc., 1987.*

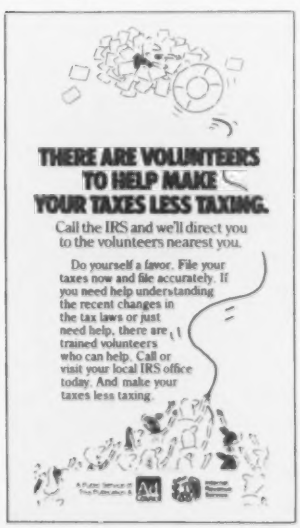
#98

The tax audit

For a person of average means there is roughly a 2 percent chance that your federal income tax return will be audited by the Internal Revenue Service (IRS) in any given year. If you are above or below the average income level, then the probability of audit will increase or decrease, respectively. Moreover, once you've been audited, and if the IRS has collected back taxes (plus interest and penalties) as a result, you remain high on its list of "audit candidates" in succeeding years. If you face a tax audit, here are some suggestions you may want to consider.

1. Go into absolute panic. Next progress to shock, then to irrational anger.

2. Realize that there are three types of audits. The first type of audit is a *letter audit*. In this case the IRS simply writes you and wants you to justify or explain a deduction you've taken, a revenue that wasn't reported, etc., by return mail. Ignore the letter. The IRS will probably go away. If they do contact you again, tell them you never got the first letter because it didn't come by registered or certified mail. Then tell them there must be some mistake but that you will send a full explanation and/or documentation under separate cover because it will take you a few days to get your documents together. Then don't send it.


THERE ARE VOLUNTEERS TO HELP MAKE YOUR TAXES LESS TAXING.
Call the IRS and we'll direct you to the volunteers nearest you.
Do yourself a favor. File your taxes now and file accurately. If you need help understanding the recent changes in the tax laws or just need help, there are trained volunteers who can help. Call or visit your local IRS office today. And make your taxes less taxing.

If they contact you a third time, tell them you can't understand why they didn't hear from you. The mail really must be terrible, since you never got their first letter and they did not receive your reply with the documentation. Tell them you've enclosed a copy of your explanation with your letter. Then don't do it. Enclose instead a copy of the second IRS notice to you. (After all, with all this paperwork, anyone could get mixed up.) The IRS will probably go away.

If they persist and contact you a fourth time, write back that you believe you are being harassed and demand that a new agent be assigned to your case. Send a copy to the Commissioner of IRS, the agent's supervisor, your Congressman, your two Senators and the campaign finance chairperson of these politicians to add clout to your response. This time the IRS will probably go away or the agent will quit, be transferred, get a promotion, etc.

If you hear from the IRS a fifth time, don't even open the envelope; you know what it's going to say anyway. Instead buy one of those desk stamps that says, "Moved! No known forwarding address." You may have to do this every year or so, but it makes for an interesting life.

3. The second type of audit is an *office audit*. The agent will invite you to come to the IRS offices and bring specific information with you relative to the returns being audited. Write back stating that your busy schedule does not afford you time to accept the kind invitation. The IRS will probably go away. If the IRS contacts you again, invite the agent to meet on "your turf" instead. Try to have the meeting on your yacht (rent one if you have to) so you can dazzle and intimidate the agent. If there are no lakes around, your vacation home is the next best meeting place, followed by your primary residence and then your place of business.

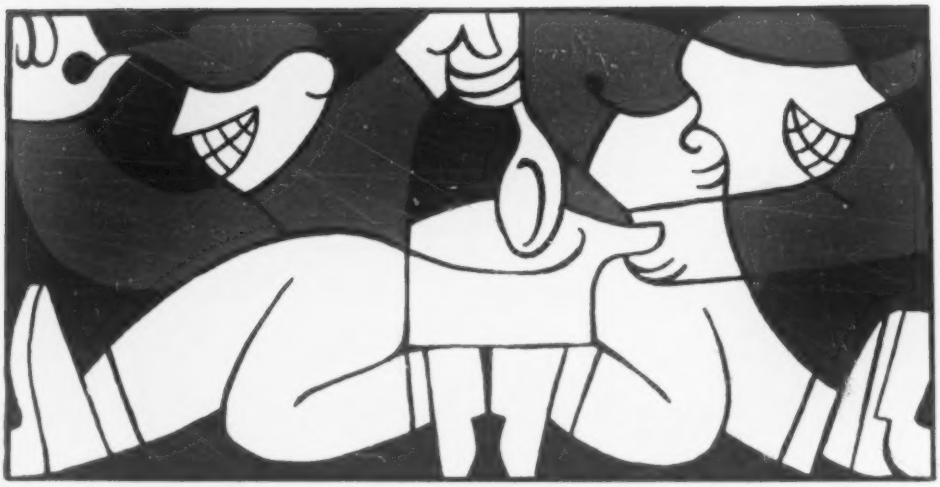
When the agent refuses to meet on your turf, become indignant and write that you are doing your best to cooperate but that he or she is noncooperative by not accommodating your reasonable request. If that doesn't work, write the agent a personal note stating that you want to talk about a job offer and that decorum calls for that kind of a conversation to be conducted on your premises. If that doesn't work, change your name, have plastic surgery and move.

4. The third type of audit is the *field audit*. In this case the agent will visit your place of business and will want to inspect all your records, restricted only by the statute of limitations. In this case, do the reverse of what you do in the case of an office audit: Tell the agent you'll be glad to visit the IRS offices and that you'll bring all the records with you.

Then rent a truck and load at least 100 large crates filled with all kinds of official-looking paper, and drive to the IRS offices at the appointed time. Ask the agent where you should unload the records. If this doesn't work and the agent still insists on visiting your place of business, rent the most dilapidated building you can find and put up a sign that says "Headquarters." Put the agent in a windowless office and punch tiny holes in the roof. Then place your lawn sprinkler on the roof at the appropriate spot, and turn it on. Make sure the lighting is dim—a single shadeless light bulb will do fine. Hire some neighborhood youngsters to catch spiders, gather snakes, etc., and let them loose in the agent's room. When the agent objects, demand that another agent be assigned to your case.

5. At all times be very vocal about the extent of your business operations. Also wear your finest clothes and all your jewelry. Don't wait for any questions to be asked; volunteer as much information as you possibly can, keeping up a steady monologue. Intersperse comments about how well you are connected politically and that it's too bad a bright person such as the agent is stuck in such a lousy job when he or she is obviously capable of so much more. Then hire the agent!

Fisher's Law #98: Don't make a tax audit a taxing matter. If you want to avoid potential difficulties with the IRS, be honest and professional in your compliance with all applicable tax laws.



Max Karl Winkler

Westborough, MA

A tough A.C.T. to follow

At Tom Foolery's in Westborough, Massachusetts, the kitchen is considered such an important area that it is referred to as the "heart of the house" instead of the "back of the house." But the biggest boost to the kitchen staff's collective self-esteem came two years ago, when they were all made part of the Amazing Culinary Team (A.C.T.). Ever since, says general manager Tom Lyons, local chefs and kitchen workers have been looking for a chance to get in on the A.C.T.—but openings are few and far between.

According to Lyons, the A.C.T. was conceived in 1986, when the labor shortage in Massachusetts was at its height. To attract a better-quality staff and to recognize the contributions of current kitchen workers, owner Tom McCabe and his managers came up with the Amazing Culinary Team idea. They developed an A.C.T. logo that was put on hats, golf shirts, gym bags and satin baseball-style jackets. Then a meeting was called to introduce kitchen staffers to the A.C.T., and all cooks, prepworkers and dishwashers received an A.C.T. uniform package.

The program raised morale and helped the individuals think of themselves as members of a team rather than simply names on a payroll. The Amazing Culinary Team concept also has been a useful recruiting device. Openings are rare, however, because turnover has been almost "non-existent" since the A.C.T. was established.

What's next for the Amazing Culinary Team? An A.C.T. poster—just what every celebrated team deserves.

Los Angeles suburbs

Using his noodle

When Bob Mandler decided his California-based Chin Chin Chinese restaurants needed a shot in the arm, he decided to use his noodle. Rather than emphasizing "Cal-Asian" or "nouvelle Chinese" dishes, Chin Chin's new menu features authentic Chinese noodle dishes prepared in an up-to-date manner.

Mandler realized that he could tap into the surging demand for pasta by adding a variety of noodle dishes that have long been a staple in China. "It was really a natural marriage," he says, "between the new emphasis on pasta in this country and the noodle dishes that have always been popular in China. So, rather than go in the nouvelle direction, we decided to turn inward and go more traditional," says Mandler, who will soon be opening his fourth Chin Chin.

Some of the noodle dishes on the new Chin Chin menu, such as pork lo mein and chicken chow mein, have long been familiar to Americans. Not so for several of the other dishes. *Chin Chin primavera*—consisting of shredded Chinese vegetables and rice vermicelli in a savory garlic broth—is a traditional Chinese dish with an up-to-date American moniker.

Rockville, MD

Paying the price

There seems to be no end to the imaginative steps restaurateurs will take to combat the national labor shortage. In the Washington DC suburb of Rockville, Maryland, for example, where $6.00-an-hour entry-level foodservice jobs routinely go begging, the owners of the new Silver Diner undertook a full-blown advertising campaign to attract applicants—before the chrome-and-neon restaurant even opened its doors.

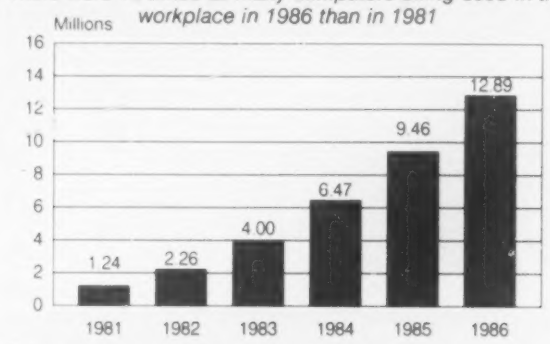
In addition to spending more than $10,000 on newspaper advertising, the Silver Diner put its message out over the local radio airwaves, a strategy usually reserved for larger companies. Twenty-five thousand postcards, complete with a picture of the diner and blurbs about its attractiveness as a workplace, were mailed out by Zip Code and distributed at subway stations. Managers visited college campuses and local community centers and posted recruiting cards outside local supermarkets. An open house featuring free pizza and soda was held, and $50 and $100 bounties were paid to employees who brought in other employees. The total cost of the recruiting campaign, according to director of human resources Debra Saday, will be nearly $50,000. *—David Slater*

Restaurant computer use

With the proliferation of computers in our society, it is not surprising that restaurateurs are discovering that they have a variety of tableservice applications. At the top of the list comes accounting and bookkeeping, according to a National Restaurant Association survey. Also popular are inventory control, recipe costing, employee scheduling and food production forecasting.

Number of personal computers in use in the workplace*

There were 10 times as many computers being used in the workplace in 1986 than in 1981



*Excluding multi-user PCs

Source: Future Computing, Inc., Dallas, TX

In a recent survey, the National Restaurant Association asked 455 tableservice restaurateurs about the use of computers in their operations. Their answers showed that computer use is clearly more prevalent as the volume of annual sales increases.

The association survey found that less than one-third (32 percent) of the respondents with annual company sales below $500,000 used a computer in their operations. In comparison, 62 percent with annual company sales between $500,000 and $999,999 and 80 percent of those with annual revenues in excess of $1 million used a computer.

Respondents who used a computer in their operations were further asked to identify how that computer was being used. Survey results suggest that restaurateurs increase their use of certain computer applications as sales volume increases. In particular, the use of point-of-sale, labor/time/attendance and recipe-costing applications is much greater in restaurants with annual sales above $500,000.

Regardless of annual sales volume, the most popular computer application is accounting and bookkeeping—used by 75 percent or more of the respondents. Inventory control is the second most popular application, used by at least half of the respondents.

Other computer applications used by tableservice restaurant operators (in decreasing rank of overall usage) include recording point-of-sale (POS) information, maintaining labor/time/attendance records, costing recipes, purchasing, forecasting food production and scheduling employees.

More sophisticated uses

Although the association's survey indicates that many restaurant operators are using computers for routine business functions, there are operations where multiple computers are linked to form a sophisticated network system. In addition, some operators are using restaurant-tailored software applications.

Some restaurants have integrated a computer system to process both front and back-of-the-house information. Instead of manually entering data on traffic and

Viewpoint

The case for payroll software

Software programs are now available to handle your payroll needs. They can provide benefits over using outside payroll service bureaus.

With the advancements in PC technology, it's time to take another look at PC software. If you looked at software only two years ago, today's software for the PC is faster, more powerful, easier to use and has tremendous capabilities. Consequently, your PC can perform the same functions as the large mainframe computers used by service bureaus just a few years ago.

Recording and updating payroll information is a perfect application for a personal computer. It is usually more cost-effective to buy a payroll software program at a one-time cost than to pay a payroll service each time your employees are paid.

□ **Financial benefits.** If your restaurant employs 25 employees on average over the course of a week, your outside payroll expense will be close to $1,000 a year. Most bureaus charge a dollar per check for each employee, with additional charges for year-end W-2s. Over the course of a year, even for small restaurants, the costs can become quite expensive. As restaurants become larger, with 50 or more employees and with multi-unit operations, outside service bureaus can cost up to $5,000 per year or more.

Personal-computer payroll software programs, on the other hand, range from as low as $100 up to $5,000. As with all computers and software, the investment can be depreciated. And once the initial investment has been recorded, the amount saved on payroll processing can be de-

Computer use at tableservice restaurants by annual company sales volume

The use of computers and applications varies by sales volume

Percent* using computers for:	Under $500,000	$500,000-$1,000,000	Over $1,000,000
Total	32%	62%	80%
Accounting/bookkeeping	75	82	88
Inventory control	53	73	65
Point-of-sale data	38	60	67
Labor/time/attendance data	41	60	55
Recipe costing	25	40	51
Purchasing	31	40	39
Food-production forecasting	28	35	33
Employee scheduling	25	18	20

*based on restaurants using a computer

Source: National Restaurant Association Tableservice Operator Survey, 1988

sales, these operations have tied their POS devices in to a computer in the back office. Thus order information is automatically transmitted to the computer, where the facts are stored and can be used to generate a variety of sales, inventory, employee and traffic reports. Some chains have gone a step further and tied individual-unit computers to a large corporate computer, so that all unit data can be easily reviewed at the corporate level.

voted to other functional areas or can go to your bottom line.

□ **Timeliness.** Often people use payroll service bureaus because they claim it is easier to simply call in the hours over the phone and have the checks delivered. But in the time it takes for the restaurant to calculate the total hours and call this information into the payroll service, the information can be entered in to your PC, the earnings and deductions can be calculated and the checks can be printed. For some multi-unit restaurants with more than 250 employees, payroll each week may take no longer than 2.5 hours.

□ **Accuracy and control.** Along with faster payroll processing, a payroll software program often increases accuracy. With payroll services, miscommunication between the person calling in the information and the person receiving the information can result in errors in paychecks and problems with deposits. With an in-house payroll system, such errors are easy to correct.

A payroll system makes it easy to store and access information. Some PC software systems have the ability to store all earnings and deductions for each employee by week for multiple years. By accessing a report, you have the ability to retrieve the payroll history on an employee when you want to. This control aspect is critical if you need the payroll information for an employee's mortgage application or even a labor audit. If your restaurant is audited, you could simply download the information from the computer. All the information is literally at your fingertips when you need it—and most important—in a manner that is easy to understand because it has been coded by you.

□ **Compliance with regulations.** Differences in labor regulations from state to state add to the variability in payroll processing. Moreover, your accountant may interpret the same regulation differently than would another. Consequently, your payroll system must be flexible enough to allow customization.

The federal government adds its own requirements. For example, if your business has more than 250 employees over the course of the year, you must submit W-2 information to the IRS on magnetic media. Failure to comply with this regulation will result in a fine of $50 per employee. If you are using an outside bureau, this service will probably cost an additional fee. Some PC restaurant payroll programs already comply with this regulation. With your PC, you can simply prompt the computer to create the W-2 floppy diskette.

□ **Flexibility.** With a PC, you can calculate payroll when and where you would like without worrying about someone else's deadline. Today's PC software can handle the requirements of your restaurant payroll needs. After using the software for several months, most people are surprised at how easy processing their payroll in-house can be.

□ **Confidentiality.** Finally, confidentiality is critical to payroll processing, but it need not be compromised just because payroll processing is done on an in-house personal computer. The key is to entrust the payroll-clerk position to only the most responsible individuals.

The most critical aspect of using PC payroll software is finding the correct software to meet your restaurant's needs. Before you even begin this search, check with your accountant to find out exactly what your needs are, especially concerning taxes and tips. Keep these needs in mind when you look at the different programs.

Make sure any program you buy is easy to use. Does it calculate your payroll quickly and efficiently on a weekly basis? The software program should make your life easier, so sitting down at your computer to do the payroll will not be a chore. And finally, before buying a program, check out the software company. How many restaurants are using its products? Are they satisfied with the program? Does it suit their needs? A reference check is always a good idea.

—Michael Oleksinski and William A. Oleksinski, ReStar Company, Bolton, Connecticut.

Computing in the workplace—then and now

Computers have evolved greatly since 1946, when the first electronic computer was built. When completed, it was so large that it occupied a 30 by 50-foot room. Today most computers can easily fit on a desktop.

With the more portable size and more affordable price, more people are using computers, including restaurateurs. According to Future Computing, Inc., a computers and communications information group in Dallas, the number of personal computers (PCs) sold in the United States increased sevenfold from 1.11 million units in 1981 to 7.81 million units in 1986. Furthermore, the number of single-user (used by one person) PCs rose from 2.12 million units in 1981 to 32.54 million units in 1986.

With approximately 40 percent of all PCs being used in the workplace, it is not surprising that the percentage of white-collar, service and farm workers who use a personal computer has also risen substantially and is projected to continue to rise. The percentage of these workers using PCs was estimated at 20 percent in 1984 but is projected to reach 45 percent this year, according to estimates by Future Computing, Inc.

Perhaps the most indicative estimate of computers' effect on the workforce is the number of workers per computer. The "share factor," as it is called, measures the number of workers using one PC unit. In 1984, Future Computing, Inc., estimated that 2.63 white-collar, service or farm workers used each PC. The estimated share factor for white-collar/service/farm workers in 1989 is 1.98 per PC. Projections for 1993 are a 1.52 share factor in the service industries or roughly two computers for every three workers. Consequently, it is becoming more and more likely that each worker in the white-collar, service or farm industries will use a personal computer at work.

In another adaptation, several computer systems allow waitstaff to transmit dining room orders straight to the kitchen or bar areas, where the order prints out automatically. This process saves time and prevents misreading handwritten orders. Some systems allow for specifics, such as how meat is to be cooked, what salad dressing should be used and if sauce should be served on the side rather than on the entree. Other systems can split checks for large parties that request separate receipts.

Many of today's restaurant operators are also using computer software that is tailored to fit their specific operational needs. For example, some pizza establishments use computers to track deliveries and keep records of repeat customers. Several software companies have developed computer programs that store the caller's address, previous orders and any additional delivery information to personalize service. Repeat orders can then be made quickly by simply having the customer call and order "the usual." Similarly, the software can note which delivery person filled each order, so that complaints about service can be traced to the responsible party.

—Nancy Michalski

Italian restaurant and pasta update

Long a favorite of most American diners, Italian food is hotter than ever in restaurants across the United States. Customer traffic at Italian restaurants was up significantly in both 1987 and 1988 and has seen a steady long-term gain since 1982.

Pasta, the nutritious and zesty dish that goes with almost anything, is continuing to win over customers. Traffic at Italian restaurants* rose 7 percent in 1988, following a 14 percent gain in 1987. This increase contrasts sharply with a sluggish 1988 for the restaurant industry, in which total traffic advanced only 0.5 percent. Overall, Italian-restaurant traffic jumped more than 50 percent between 1982 and 1988.

Upscale paces growth

Among Italian restaurants, upscale places led the way with a 10 percent traffic gain in 1988. Within the upscale Italian segment, higher-check establishments experienced an 18 percent jump in traffic while moderate-check eateries saw a 9 percent increase.

In addition to having higher customer counts, Italian restaurants are expanding their customer base. Household penetration was up across all three categories of Italian restaurants in 1988, with the upscale segment seeing the largest increase. The proportion of U.S. households where, during an average two-week period, at least one member dined out at a higher-check Italian restaurant gained 8 percent. Household penetration increased 6 percent at moderate-check, upscale Italian restaurants and rose 0.8 percent at midscale Italian eateries. This increase in penetration was aided by unit expansion.

Furthermore, customers are going to midscale and higher-check Italian restaurants more often. The frequency of household visits to these Italian operations rose while visit frequency at moderate-check Italian restaurants remained unchanged from 1987.

Takeout has been the driving force behind the growth of midscale Italian eateries, accounting for all the traffic gain in 1988. Off-premises traffic advanced 15 percent in 1988 while on-premises counts declined 2 percent. At midscale Italian establishments, the percentage of total eater occasions** represented by takeout rose from 37 percent to 41 per-

**In this article the Italian restaurant segment includes midscale and upscale Italian restaurants as defined by CREST. In 1988, midscale Italian restaurants posted an average per-person check of $5.10, moderate-check upscale places averaged $7.32 and higher-check upscale establishments averaged $20.41.*

***An eater occasion is one meal or snack eaten by one person; a restaurant occasion is a transaction that includes one or more diners.*

Traffic growth at Italian restaurants, 1988

Traffic at Italian restaurants made a strong showing in 1988

	Percent change		
	Total traffic	On-premises traffic	Off-premises traffic
All Italian restaurants	7%	5%	13%
Midscale Italian restaurants	5	−2	15
Moderate-check upscale Italian restaurants	9	10	nc
Higher-check upscale Italian restaurants	18	16	na

nc = no change
na = not available

Source: NPD CREST, Annual Household Report, 1988

Per-capita pasta consumption

Americans are consuming more pasta than ever before

Year	Mean annual per-capita consumption (lbs.)
1981	13.0
1982	12.9
1983	13.8
1984	14.1
1985	14.7
1986	15.1
1987	16.3
1988	17.1

Source: National Pasta Asscciation

cent. In 1988, Italian restaurants had the highest ratio of takeout traffic to total traffic among all midscale concepts.

By comparison, in 1988 takeout at upscale Italian establishments was responsible for 11 percent of traffic at moderate-check operations and for 4 percent at higher-check establishments. In fact, on-premises dining became more fashionable within this segment, with traffic rising 10 percent at moderate-check Italian restaurants in 1988; off-premises traffic showed no change from 1987. On-premises traffic at higher-check establishments gained 16 percent in 1988.

Lunch surges

Lunch traffic at Italian restaurants surged during 1988. Overall traffic for the midday meal in this segment advanced 32 percent. Midscale lunch traffic rose 29 percent, and lunch traffic at both moderate and higher-check Italian restaurants jumped almost 40 percent.

Dinner attendance, however, did seem affected by consumers' shift toward eating Italian meals at noon: Dinner traffic dipped 1.5 percent in 1988. Midscale operations saw the largest decrease (5.2 percent) in dinner traffic, followed by a decrease of 1.1 percent at upscale moderate-check restaurants. But dinner traffic at higher-check Italian places continued to grow at a strong rate.

Despite recent inroads made by lunch, dinner remains the meal of choice for many Italian-restaurant goers. In 1988, dinner accounted for almost two-thirds of Italian restaurants' traffic, with the highest proportion of patronage occurring at higher-check establishments.

Favorite Italian foods

In 1988, spaghetti remained the pasta of choice, capturing 38 percent of total pasta orders. Other pasta dishes, which can include fettucini, linguini and tortellini among others, came close behind with 33 percent of pasta orders. Lasagna and ravioli (19 percent of pasta orders), and macaroni and cheese (14 percent) were other favorites.

The popularity of these various pastas was stronger within the upscale segment (51 percent of pasta orders) than in the midscale market (30 percent of pasta servings). Likewise, macaroni and cheese attracted more support in the midscale segment (20 percent of pasta orders) than in upscale establishments (1 percent of pasta orders).

Patronage by meal period, 1988

Dinner still attracts most Italian restaurant traffic

	Percent of eater occasions	
Italian restaurants	Lunch	Dinner
Midscale	33%	61%
Moderate-check upscale	28	69
Higher-check upscale	21	76

Source: NPD CREST, Annual Household Report, 1988

At other restaurants

An analysis of CREST*** data for 1988 shows that pasta is not consumed just at Italian restaurants. Varied-menu restaurants accounted for 24 percent of eater occasions in which pasta was consumed in 1988, while specialty restaurants accounted for 31 percent and Italian restaurants accounted for 25 percent. Cafeterias also attracted some interest from pasta diners, with an 8 percent share of total pasta eater occasions. Besides pasta, other popular dishes at Italian restaurants included heroes and subs, veal, pizza, main and side-dish salads, and breads.

Pasta at home

Pasta is also booming in the at-home market. According to *Progressive Grocer*, pasta sales at the nation's grocery stores rose 13 percent in 1987 to reach $1.3 billion. This figure follows smaller gains of 9 percent in 1986 and 6 percent in 1985.

In 1987, pasta items that experienced large increases in sales at grocery stores in-

***CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by one of the NPD marketing and research companies.

cluded spaghetti dinners (up 29 percent), noodles (up 19 percent), noodle mixes (up 18 percent) and spaghetti (up 16 percent). Popular pasta buys for shoppers were noodles (a 23 percent share of grocery stores' pasta sales), followed by spaghetti (20 percent) and macaroni (17 percent). Within the pasta-dinners category, macaroni dominated, holding 57 percent of all pasta-dinner sales.

Some supermarkets are also entering the fresh-pasta business. *Progressive Grocer* reports that 6 percent of all supermarkets offered storemade pasta in 1987. These items were more prevalent at supermarket chains than at independent stores.

Who eats Italian?

Italian food has devoted followers among a variety of consumers and restaurant diners. According to National Restaurant Association research, Italian food is by far the best known, the most tried, the most frequently ordered and the most likely ethnic food to be tried again.

Results from the 1988 Gallup Youth Annual study show that Italian food has a strong following among the young. More than nine out of 10 teenagers (13 to 17 years old) say they have tried Italian food, and 45 percent list it as their favorite ethnic meal—the highest of all ethnic foods. Mexican finished a distant second, with 25 percent of teens mentioning it as their ethnic dish of choice.

Italian food has its strongest regional following in the East, with 96 percent of teens having tried it and 61 percent listing Italian as their favorite ethnic food.

By comparison, in the West, 33 percent of the teens responded that Italian was their preferred choice, which was second behind Mexican food. The West was the only U.S. region where Italian was not the most popular ethnic food among teenagers.

Italian food is also popular with middle-aged and elderly people. According to an association CREST survey, people over 45 years old showed an above-average propensity to order pasta at restaurants in 1986. However, 25 to 44-year-olds still accounted for the major portion of pasta orders (36 percent).

CREST data also indicate that the typical Italian-restaurantgoer is likely to have an annual household income in excess of $40,000, a college degree and a white-collar occupation and be a member of a dual-income household.

—Sebastian O'Kelly

Pasta facts

- U.S. annual per-capita consumption of pasta was estimated at 17.1 pounds in 1988—up from 16.3 in 1987.
- U.S. consumers ate 4.2 billion pounds of all types of pasta in 1988.
- U.S. annual per-capita consumption of pasta is projected to exceed 30 pounds by the year 2000.
- Nearly 3.5 million pounds of dry and packaged pasta were produced in the United States in 1988, up 6 percent from 1987.
- At 55 pounds per person, Italy had the highest per-capita consumption of pasta in the world in 1987, with Argentina a distant second at 26.4 pounds per person. The United States ranked ninth.

1988 unemployment rates for states, areas

This article provides data on unemployment for each of the 50 states, for the nine major census regions and for major U.S. metropolitan areas.

Restaurant owners who are having trouble finding employees should examine unemployment rates to determine how tight the labor market is in their areas. Many restaurant operators report that the labor shortage is most severe in regions where the unemployment rate is low.

The national civilian unemployment rate averaged 5.5 percent in 1988, down from 6.2 percent in 1987. It also fell in all nine census regions, but the rate varied dramatically from state to state and even within individual states. Wyoming recorded the largest drop in the jobless rate, from 8.6 percent to 6.3 percent. Only four states—Arizona, Georgia, Maryland and Massachusetts—saw an increase in unemployment rates.

Among census regions in 1988, the West South Central and Mountain areas reported the highest unemployment-rate decreases, each down one percentage point, to 7.8 percent and 6.2 percent, respectively. Rates decreased by nearly this magnitude in the East South Central, East North Central and West North Central divisions.

States with unemployment rates lower than the national average were concentrated on the East Coast and in the Central Plains. Fourteen states had unemployment rates under 4 percent in 1988, led by New Hampshire at 2.4 percent. In 1987, only 7 states reported rates below 4 percent.

By census region, New England held the lowest jobless rate (3.1 percent), followed by the Middle Atlantic (4.4 percent) and the West North Central (4.7 percent).

In 1988, states with higher-than-average unemployment rates tended to be heavily engaged in oil, gas or mineral extraction or were located in the highly industrialized parts of the

Unemployment rates by census region, 1987–1988

The unemployment rate declined across all nine regions

Region	1987	1988
West South Central	8.8%	7.8%
East South Central	8.0	7.1
East North Central	7.2	6.3
Mountain	7.2	6.2
Pacific	6.0	5.4
South Atlantic	5.1	4.8
West North Central	5.5	4.7
Mid-Atlantic	4.9	4.4
New England	3.3	3.1

Source: U.S. Bureau of Labor Statistics

State unemployment rates, 1987–1988

The unemployment rate declined or stayed the same in all but four states: Arizona, Georgia, Maryland and Massachusetts

State	Unemployment rate 1987	1988
Alabama	7.8%	7.2%
Alaska	10.8	9.3
Arizona	6.2	6.3
Arkansas	8.1	7.7
California	5.8	5.3
Colorado	7.7	6.4
Connecticut	3.3	3.0
Delaware	3.2	3.2
District of Columbia	6.3	5.0
Florida	5.3	5.0
Georgia	5.5	5.8
Hawaii	3.8	3.2
Idaho	8.0	5.8
Illinois	7.4	6.8
Indiana	6.4	5.3
Iowa	5.5	4.5
Kansas	4.9	4.8
Kentucky	8.8	7.9
Louisiana	12.0	10.9
Maine	4.4	3.8
Maryland	4.2	4.5
Massachusetts	3.2	3.3
Michigan	8.2	7.6
Minnesota	5.4	4.0
Mississippi	10.2	8.4
Missouri	6.3	5.7
Montana	7.4	6.8
Nebraska	4.9	3.6
Nevada	6.3	5.2
New Hampshire	2.5	2.4
New Jersey	4.0	3.8
New Mexico	8.9	7.8
New York	4.9	4.2
North Carolina	4.5	3.6
North Dakota	5.2	4.8
Ohio	7.0	6.0
Oklahoma	7.4	6.7
Oregon	6.2	5.8
Pennsylvania	5.7	5.1
Rhode Island	3.8	3.1
South Carolina	5.6	4.5
South Dakota	4.2	3.9
Tennessee	6.6	5.8
Texas	8.4	7.3
Utah	6.4	4.9
Vermont	3.6	2.8
Virginia	4.2	3.9
Washington	7.6	6.2
West Virginia	10.8	9.9
Wisconsin	6.1	4.3
Wyoming	8.6	6.3

Source: U.S. Bureau of Labor Statistics

Selected metropolitan area ranked by unemployment rates

Three cities had an unemployment rate greater than 8 percent: Louisville, New Orleans and Charleston

Metropolitan area	Unemployment rate as of Dec. 1988
Louisville, KY	9.5%
New Orleans, LA	8.7
Charleston, WV	8.3
Detroit, MI	6.9
Texarkana, TX	6.7
Peoria, IL	6.3
Tulsa, OK	6.1
Jackson, MS	5.8
Miami–Hialeah, FL	5.7
Birmingham, AL	5.6
Denver, CO	5.6
Chicago, IL	5.5
Houston, TX	5.4
Tucson, AZ	5.4
Albuquerque, NM	5.0
Pittsburgh, PA	4.6
Sioux Falls, SD	4.6
Columbus, OH	4.6
New York, NY	4.5
Atlanta, GA	4.4
Seattle, WA	4.3
Minneapolis–St. Paul, MN	3.8
Omaha, NE	3.8
Los Angeles–Long Beach, CA	3.6
Milwaukee, WI	3.4
Des Moines, IA	3.3
Columbia, SC	2.8
Honolulu, HI	2.8
San Francisco, CA	2.8
Boston, MA	2.5
Raleigh–Durham, NC	2.1
Portland, ME	1.8

Source: U.S. Bureau of Labor Statistics

Midwest. Four states had unemployment rates over 8 percent: Alaska, Louisiana, Mississippi and West Virginia. All four, however, had substantially lower rates than in 1987, when 11 states had rates above 8 percent. Louisiana (10.9 percent in 1988) continued to have the highest jobless rate.

How operators cope

Restaurant operators are dealing with the labor shortage in a variety of ways, including recruiting more agressively, upgrading working conditions, tapping new labor sources and improving wages and benefits. A 1988 National Restaurant Association Gallup survey revealed that 23 percent of restaurant managers expect to raise starting wages in the near future and a similar number plan to expand recruiting efforts. Twenty-one percent of managers say they will improve employee benefit packages.

In the East, the area where the labor shortage is most acute, 43 percent of restaurant managers have recently raised starting wages, compared to 26 percent in the South and 27 percent in the Midwest, two regions of the country where available labor is more abundant. A greater percentage of managers in the East than in the South or the Midwest say that they have recently improved benefits and expanded recruiting. —*Sebastian O'Kelly*

Foodservice Market Measure—Jan./Feb. 1989

After a slight decline in January 1989, the proportion of adults who were foodservice patrons on a typical day in February reached 51 percent—a significant increase. A seasonal decline in January was certainly not unexpected, but the relatively strong showing in February suggests that moderate weather and strong consumer confidence combined to make consumers more inclined to patronize foodservice establishments. In contrast to the June-to-January period, in which more than half of adult consumers did *not* patronize a foodservice outlet on a typical day, less than half or 48 percent stayed away in February 1989.

The February increase in patronage was most apparent at outlets offering takeout or delivery. After declining to 15 percent in January, the proportion of adults purchasing takeout food on a typical day in February climbed to 22 percent, registering the first significant increase since the Market Measure started in June 1988.

In contrast, on-premises patronage held relatively steady in February, as 31 percent of adults reported that they ate on the premises of a restaurant or other eating place. During the past nine months, on-premises patronage has ranged from 28 percent to 32 percent.

Takeout patronage

Dinner, which accounts for about 50 percent of off-premises patronage, reached its highest level in February, with 11 percent of adults reporting that they purchased a takeout dinner on a typical day, compared to a low of 7 percent in September 1988.

With off-premises patronage making an increasingly significant contribution to foodservice, it is worth taking a closer look at the demographic profile of takeout customers.

□ **Age:** Younger consumers have a much greater propensity to purchase takeout food than older consumers do.

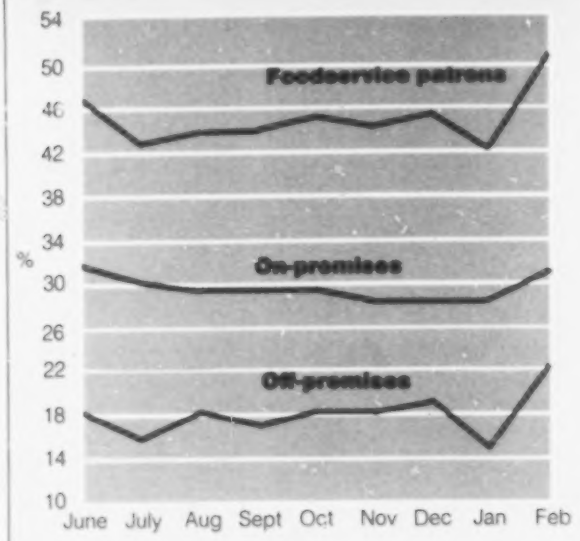
□ **Women's employment:** Working women, whether they are employed part or full time, are more likely to purchase takeout than are those who do not work. Clearly the convenience factor comes into play here, but women who are not employed are far more likely to be older, so age may explain part of this difference as well.

□ **Income:** It appears that takeout patronage is not as closely linked with income as is on-premises consumption.

□ **Sex:** There was little difference in male and female takeout patronage in the winter.

—Susan Mills

Percent of adults who were foodservice patrons on a typical day, June 1988—February 1989



Source: National Restaurant Association Gallup Survey

Demographics of takeout patrons

	Summer 1988	Fall 1988	Winter 1988–1989
Sex			
Males	19.0%	20.0%	18.9%
Females	15.1	15.3	18.5
Age			
18 to 24 years old	25.7	30.4	29.4
25 to 34 years old	23.7	22.4	25.7
35 to 49 years old	20.1	20.1	19.8
50 to 64 years old	9.2	10.0	11.9
65 years old +	3.9	5.2	5.0
Annual income			
Less than $20,000	—	—	17.0
$20,000 to $29,999	—	—	19.7
$30,000 to $39,999	—	—	24.2
$40,000 +	—	—	18.8
Women's employment			
Full-time employment	20.9	20.2	22.9
Part-time employment	16.3	14.9	21.9
Not employed	8.5	10.7	12.9

Note: Summer—June, July, August; Fall—September, October, November; Winter—December, January, February. Different income breaks were used in summer and fall.

Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?

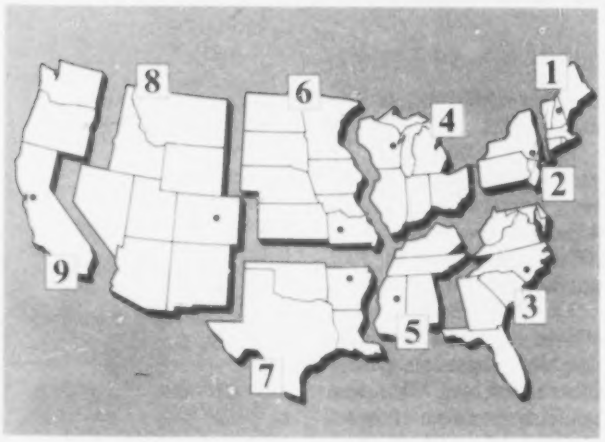
□ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack, or

□ Purchased takeout food "to go" or had it delivered.

2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?

3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest, such as smoking versus no-smoking sections, tipping versus service charges, and nutritional concerns.



1 NEW ENGLAND

Location: Ashland, NH
Association members: Alex Ray, Paul Karinja
Operation: The Common Man
Profile: Midscale, fullservice restaurant
In business: 19 years
Seats: 150
Meals served: Lunch, dinner

"Business is great," says **Paul Karinja,** manager of The Common Man in Ashland, one of three New Hampshire restaurants by that name owned by Alex Ray's Grand American Dining. Located three miles from Squam Lake, the setting for "On Golden Pond," The Common Man attracts skiers on their way to the slopes in winter, leaf peepers in the fall and water sports enthusiasts in summer. Only mud season (between winter and summer) is a little slow, says Karinja.

Prime rib, slow cooked to make it extra juicy and tasty, and really fresh seafood are the signature items, but the main attraction is the atmosphere. Housed in a 200-year-old Colonial home, the dining room has kept the trappings of that era, including an antique cook stove that holds a bottomless bowl of simmering soup for help-yourself servings. The rustic-looking lounge is a converted barn where waiting customers relax in overstuffed chairs and amuse themselves with the player piano, a selection of board games or a book from Alex's library.

2 MID-ATLANTIC

Location: Yonkers, NY
Association members: Sam Kollias, Moura Robles
Operation: Argonaut Restaurant and Diner Inc.
Profile: Casual family restaurant
In business: 10 years
Seats: 150
Meals served: Breakfast, lunch, dinner

Named after the sailors of Greek legend who sailed with Jason to find the Golden Fleece, the Argonaut was designed by its European architects to look like a ship. Inside, white stucco walls, solid mahogany fittings and lighting designed to give a soft golden glow attract families at dinnertime and a younger crowd later in the evening. "It's a place where people want to meet," says owner **Sam Kollias** of his 24-hour-a-day restaurant located in wealthy Westchester County—where New York City ends and Upstate begins.

Kollias specializes in Italian dishes and those of his native Greece. His Hellenic specialties are *pastichio*—macaroni with chopped sirloin topped with a bechamel sauce, *moussaka*—layers of ground meat, eggplant, potatoes, tomato sauce and melted cheese, and *spanakopita*—spinach, feta cheese and scallions wrapped in flaky phyllo.

3 SOUTH ATLANTIC

Location: Fayetteville, NC
Association member: Frank Stout
Operation: Wellington's
Profile: Upscale hotel restaurant
In business: 15 years
Seats: 85
Meal served: Dinner

When Wellington's moved last December from the top floor of the Bordeaux Motor Inn to a more visible and accessible location at ground level, business increased 40 percent, says owner **Frank Stout.** The hotel is part of a convention facility, the largest of its kind in Southeast North Carolina, and business is best when a convention is in session. But the elegant decor of the restaurant, a menu specializing in Beef Wellington with Bananas Foster and Baked Alaska for dessert, plus music every night played on a baby grand piano, make Wellington's a special-occasion restaurant for the town people. The interior features Spanish tiles in the entry hall, marbleized columns, pickled rattan furniture and Villeroy Boch china in a design that matches the columns.

4 EAST NORTH CENTRAL

Location: Green Bay, WI
Association member: Richard Kroening
Operation: Eagles Nest
Profile: Waterside, fullservice restaurant
In business: 10 years
Seats: 150 plus 350 in banquet rooms
Meals served: Dinner

When Green Bay's famous Packers play at home, Eagles Nest can expect 60 percent of its business to be fans in town for the game. But the busiest season is summer, when the restaurant's waterside location makes it a prime location for boaters who tie up at the marina or for landlubbers who want to enjoy a view of the bay as they dine. Sixty percent of Eagles Nest's business is from banquets—mostly private parties given to celebrate special occasions like anniversaries and weddings. "Business has been up slightly," says **Richard Kroening,** president of Biz Mark, which owns the restaurant. The town itself has a healthy economy, thanks to its paper mills and paper-related industries.

The menu is tailored to the tastes of the area. "We're a meat-and-potatoes town," Kroening says.

5 EAST SOUTH CENTRAL

Location: Greenwood, MS
Association members: S. L. Sethi, Bill Powell, S. K. Desai, Ajay Joshi
Operation: Bumpers Drive-In of America, Inc.
Profile: Owner of 23 drive-ins
In business: 6 years
Seats: Stalls for 24 cars
Meal served: Lunch

The Bumpers Drive-In of America's two franchisees operate 30 Bumpers in Tennessee, Mississippi and Arkansas. All are in small towns, except for the three

in Jackson, Mississippi's state capital.

The menu boards list hamburgers, chili dogs, coneys, homemade onion rings, ice-cream sundaes, milkshakes and Cajun-spiced french fries.

S.L. (Doc) Sethi, owner of the franchise company, says all his units are profitable except one. "Business has increased 5 to 12 percent year after year," he says, and maintains that management is the key to success.

6 WEST NORTH CENTRAL

Location: Branson, MO
Association members: Robert and Barbara Schmoll, Mike Bergus
Operation: Home Cannery
Profile: Buffet and fullservice dining
In business: 3 years
Seats: 130
Meals served: Breakfast, lunch, dinner

Branson, in the Ozark Mountains of Western Missouri, is a tourist town boasting three lakes, 20 country-and-western shows, a nearby theme park, Silver Dollar City, and craft shows that attract exhibitors and buyers from all over the country. Home Cannery is in the center of town, close to the music shows, making it a prime mealtime destination for tourists. Roast beef, ham, catfish, chicken, casseroles, vegetables and a salad bar are available from a buffet line or can be ordered from the menu.

"Business was good last year, and we expect to do even better this year," says co-owner **Robert Schmoll.**

7 WEST SOUTH CENTRAL

Location: Conway, AR
Association members: David Stobough, Scott Baily
Operation: Stoby's
Profile: Fullservice sandwiches, salads, desserts
In business: 9 years
Seats: 60
Meals served: Breakfast, lunch, dinner

The area around Conway, in the middle of Arkansas, is experiencing a boom. Union Pacific has transferred employees there from an Omaha plant, and small industries and three colleges contribute to the healthy economy. Stoby's, near one of the colleges, attributes a sizable chunk of its business to the students. "We've had phenomonal growth," says manager **Scott Baily.** "I don't see how we can handle any more than we have now."

Sandwiches are the restaurant's main attraction; the Stoby Sandwich offers a choice of three meats, two cheeses and five breads, including pita, something of a novelty in Arkansas.

8 MOUNTAIN

Location: Morrison, CO
Association members: —Sam and Carrie Arnold, Ross Chandy
Operation: The Fort
Profile: Destination restaurant
In business: 26 years
Seats: 350
Meal served: Dinner

Owner **Sam Arnold's** love for and knowledge of history is reflected in The Fort, 18 miles southwest of Denver in the foothills of the Rockies. Not only does his restaurant, constructed of 80,000 adobe bricks weighing 40 pounds a piece, resemble an old fort of the fur-trader era, but the food he serves is also typical of that earlier time.

The Fort is the largest restaurant user of buffalo in the world, and is selling more and more of it every year. Arnold researched old recipes and prepares buffalo tongue and buffalo marrow (known as prairie butter) spread on herb bread for his customers. Another unusual dish is Great American Buffalo Eggs, pickled hard-boiled quail eggs served wtih low-fat buffalo sausage meat. The entrees are accompanied by breads baked by an 81-year-old woman who comes in to the restaurant three days a week. While guests eat, they are entertained by Arnold himself, who plays the musical saw and mandolin, or by a man dressed in mountainman costume who sings and tells stories. *—Julie Fintel*

Region 9 Special

Catering to the Japanese guest

According to United States Travel and Tourism Administration (USTTA) statistics, some 3 million Japanese travelers visited the United States in 1988. That's a sizable chunk of potential business for the hospitality industry. Yet few operators have begun targeting this market.

Among the leaders in serving the Japanese guest is the 750-room Stouffer Concourse at the Los Angeles International Airport. Stouffer has created a program to attract the more than 1 million Japanese visitors who are expected to travel to Los Angeles in 1989.

Late last year, the hotel introduced "Japanese Guest Services," aimed at making the Japanese guest feel welcome. For example, the Charisma Cafe, its all-day restaurant, features an authentic Japanese breakfast because breakfast is a very important meal to the Japanese.

The breakfast menu is printed in both English and Japanese, and there is always a translator in the restaurant. The breakfast, also available through room service, starts with miso soup. It then moves on to salted baked fish or grilled butterfish, steamed rice topped with a raw egg, dried seaweed *(nori)* and pickled vegetables. On many days, you'll see as many chopsticks being used as forks.

The Stouffer program also includes room-service menus translated into Japanese. In the morning, a guest receives complimentary green tea, a Japanese newspaper *(shimbun)*, and a traditional bathrobe *(yukata)*. In addition, there is a Japanese-speaking concierge who personally greets Japanese travelers at the airport or at the hotel's front desk and explains the property's amenities, security systems and special services. The staff has been trained to help with transportation, check-in, currency exchange and interpretation services for meetings at the hotel or off-property.

More than 5,000 Japanese guests have utilized the program thus far. Stouffer has gotten the word out about Japanese Guest Services by direct advertising throughout Japan, contacting Japanese travel agencies, presenting videos at those travel agencies, making direct sales calls in Japan, giving presentations to Japanese corporations and by word-of-mouth recommendations.

—W. Lynn Seldon, Jr.

Paying ahead in Japan

An "anti-credit card" that allows you to pay now and enjoy later? It seems highly unlikely in a credit-happy country like the United States, but in Japan, where the people are noted for their diligence in saving money, "prepaid cards" are enjoying tremendous popularity.

The idea started with pay telephones that allowed customers to pay for their calls in advance. When the prepaid cards are inserted, the amount for the call is deducted, eliminating the need for coins. The fad-conscious Japanese embraced the cards with a fervor, printing them with Japanese scenes or singing stars, exchanging them as gifts or as business cards and even collecting them like baseball cards. Other companies have had the cards made, including McDonald's, which prints its cards with pictures of burgers and fries, and Baskin-Robbins, which features ice cream cones.

—The Los Angeles Times

Yam—not what I am

After years of answering the question "What is the difference between a yam and a sweet potato?" the North Carolina Yam Commission changed its name to the North Carolina Sweetpotato Commission.

The confusion between the two food products is understandable, because people have used the names interchangeably for years. But yams and sweetpotatoes have very little in common. The yam is a monocot (one growing point) tropical root, a native of Africa, whereas the sweetpotato is a dicot (multiple growing points) member of the morning-glory family and a native of South America. Sweetpotatoes have been grown in the United States in abundance, while yams are rarely cultivated here and have only recently seen an increase in importation.

The North Carolina Sweetpotato Commission is eager to settle the name controversy once and for all so that it can get down to the business of promoting its state's sweetpotato growers.

About the spelling. The United States Department of Agriculture designates sweetpotato as one word, so as not to confuse this singular product with white potatoes.

—North Carolina Sweetpotato Commission

Nice guys finish first

Maryland may become the "nicest" state in the union, if a new program does its job. The Maryland Department of Economic and Employment Development will spend more than $37,000 to teach private-sector employees to be nicer. The program, called "Hospitality Maryland Style," will provide a seven-and-one-half-hour "niceness" course through state community colleges.

The Bethesda, Maryland-based Marriott Corporation has kicked in $10,000 to nurture the program. Said Marriott Vice Chairman Richard Marriott, "You can give people a meal and you can give people a bed; but if you're nasty to them, they'll never come back."

—The Washington Post

It's not the law—yet

In an effort to avoid legislation mandating no-smoking sections, the Tobacco Institute has initiated a program with the Maryland Restaurant Association to encourage the voluntary setup of no-smoking sections in restaurants throughout the state.

The Tobacco Institute pledged $52,000 to the association to convince Maryland restaurateurs that no-smoking sections are good for business. The program will be modeled on a Baltimore County initiative that persuaded approximately 90 percent of the larger restaurant in that county to voluntarily create the smoke-free sections.

This type of program may spread to other parts of the country as the push for legislation to require designated no-smoking areas continues.

—The Washington Post

Spanky's dream sequins

Rock 'n' roll—or at least rock 'n' roll memorabilia—has found its place in Roanoke, Virginia. Spanky Macher, vice president of Spanky's-Macado's restaurants, now features two mannequins wearing British rock star Elton John's clothing. Macher took advantage of Elton John's recent $8.2-million "garage sale" at Sotheby's, London's premier auction house.

The Roanoke restaurateur spent $8,000 at the London auction. He emerged with four of John's coats and some original artwork used for two albums. The centerpiece of the collection is a white "Sgt. Pepper"-style sailor's jacket trimmed with velvet, with silver tubes snaking down from the shoulders. Price: $3,400.

Macher plans to spread his rock 'n' roll collection around all of his restaurants, and he has placed an ad in *Rolling Stone* magazine to find more rock 'n' roll goodies.

—The Washington Times

National Restaurant Association Restaurant, Hotel-Motel

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THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 9 NO. 5 MAY 1989

RESTAURANTSUSA

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THE RESTAURANT CRITIC

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ASSOCIATION MEETINGS

NATIONAL RESTAURANT ASSOCIATION

SEMINARS

Basic Foodservice Courses

Dining Room Management

5/29	Calgary, Alberta, Canada
5/30	Vancouver, BC, Canada
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6/7	Louisville, KY
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6/20	Indianapolis, IN
6/22	Chicago, IL
7/19	Detroit, MI
7/24	Newark, NJ
7/25	Springfield, MA

Kitchen Management

5/16	Colorado Springs, CO
6/6	Harrisburg, PA
6/12	Chicago, IL
6/12	Los Angeles, CA
6/13	Burlingame, CA
6/27	Honolulu, HI

Foodservice Management Courses

Banquet Management

6/6	Minneapolis, MN
6/8	Cambridge, MA
6/14	Chicago, IL

Food Cost Management

6/6	Seattle, WA
6/7	Eugene, OR
6/15	Chicago, IL
6/27	Portland, ME

Off-Premises Catering

5/23-24	Miami, FL
6/6-7	San Francisco, CA

Planning Successful Buffets

6/12	Portland, OR
6/13	Seattle, WA
6/26	Chicago, IL
7/17	Pittsburgh, PA

Profitability

6/7	New Orleans, LA
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6/19	Chicago, IL

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5/21	Banquet Management
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5/21	Hiring In a Tight Labor Market
5/21	Increasing Sales
5/21	Kitchen Management
5/21	Menus that Sell
5/21	Perfecting Your Culinary Skills
5/21	Profitability
5/21	Soups and Sauces

For information, contact:
Educational Foundation of the National Restaurant Association
250 South Wacker Drive
Chicago, IL 60606
(312) 715-1010 or 1-800-522-7578.

If your company is interested in our in-house programs, call or write to the attention of Jeff Harrison at the above address.

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Marketing Executives
5/17-20 Chicago, IL

Multi-unit Architects, Engineers and Construction Officers (MAECO)
5/17-19 Chicago, IL

The Executive Study Groups present semi-annual professional development programs for executives who would like to meet with their industry peers to share ideas and concerns. Executives in each of the aforementioned disciplines from member foodservice companies are welcome and encouraged to participate.

For more information on specific study groups, contact: Philip Kralovec, (312) 853-2525.

National Restaurant Association Restaurant, Hotel-Motel

SHOW

May 20-24
Chicago, IL

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USA

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PRESIDENT'S REPORT

Jim L. Peterson, President and Chief Executive Officer, Whataburger, Inc., Corpus Christi, TX

A proud farewell

Minimum-wage battle continues

Mandated-health benefits? No.

Support grows for repeal of Section 89

This is my last report to you as president of your association. During my term, I have travelled extensively across the country. The people I've met have convinced me that foodservice is the most dynamic industry on the face of the earth. There is no limit to what our creativity can produce!

Our industry, however, still faces a number of problems, including solid waste, labor's legislative agenda and the need for new sources of employees. Your association is working hard on your behalf to solve these and other problems.

The minimum-wage battle continues. On April 17, the Senate passed a minimum-wage bill similar to one passed by the House in March. The bill, which over the next three years would raise the minimum wage from its current $3.35 an hour to $4.55—with an 85 percent training wage for new hires—is expected to be vetoed by President Bush. There is little chance for a congressional override of the veto. Although it looks as if an increase in the minimum wage has been put off for another year, the issue remains unsettled. Please inform your congressman and senators today of your feelings on the issue.

The cost of mandated-health benefits legislation recently introduced by Sen. Ted Kennedy (D-MA) would be catastrophic to small businesses. The price of providing health benefits to all employees working 17½ hours or more per week would exceed the net profits of most restaurants.

I find it hard to believe that any responsible legislator would support legislation so destructive to the small-business sector. Your association believes something needs to be done about the 37 million uninsured Americans and the soaring costs of medical care, and we are looking for comprehensive legislation that tackles those problems. Sen. Kennedy's bill, however, is not what we need. Contact your senators to proclaim your dissatisfaction with Sen. Kennedy's bill S. 768.

Congressional support continues to grow for repeal of Section 89, a confusing law that requires employers to run tests to see whether benefit plans discriminate in favor of higher-paid workers. Speaking at the association's First-Thursday Breakfast, Rep. John LaFalce (D-NY) said he had trouble finding anyone on Capitol Hill who would even "own up" to supporting Section 89.

Rep. Dan Rostenkowski (D-IL), chairman of the House Ways and Means Committee, has proposed revising Section 89 to make it less confusing and easier to use. Although eliminating confusion is helpful, your association supports a repeal of Section 89 because it is bad legislation.

Strong public opposition to Section 89 will hasten its

repeal. Please contact your legislators and urge them to work for a total repeal of Section 89.

Proceedings from Foodservice Employment 2000

The Foodservice Employment 2000 Symposium took place this past January in Washington DC and was an event that is capable of changing the way the foodservice industry views employee recruiting. The symposium covered alternative sources of foodservice employees and specifically programs designed to draw displaced homemakers, Blacks, Hispanics, the elderly and the physically and mentally handicapped to our industry.

A transcript of the proceedings of the Foodservice Employment 2000 symposium is now available through your association's publications department in Washington DC.

Solid-waste facts

Your association will be releasing a Current Issues Report on solid waste in mid-May. The report is designed to give the restaurateur a basic understanding of the problems in solid waste and their magnitude. The report will cover all aspects of disposal—from landfilling to recycling.

The solid-waste problem requires your attention. Because of the conspicuousness of foodservice wrappers, our industry is often blamed for the proliferation of solid waste this country faces. (The truth is, however, that foodservice wrappers account for only one-third of one percent of waste in our landfills.) Foodservice operators should be familiar with the solid-waste situation and speak out when the community debate on this topic begins.

The report will be mailed to you shortly.

1989 Show is here!

I look forward to seeing you at the National Restaurant Association Restaurant, Hotel/Motel Show in Chicago, May 20 through May 24. I hope you will join me and the more than 100,000 other attendees for this event, which will set the pace for the industry in the coming year. Former President Ronald Reagan will deliver the opening address, and the foodservice industry is honored to have him in attendance.

Welcome new members

Last month, 138 new members joined your association. We welcome you among our ranks and assure you that your participation in our programs will strengthen both your own businesses and the industry as a whole.

Sincerely,

Jim L. Peterson
President and Chairman of the Board

COVER STORY: THUMBS UP OR THUMBS DOWN—RESTAURANT CRITICS SPEAK OUT

12 Just the two words—restaurant critic—can cause a restaurateur's heart to skip a few beats. But respectable restaurant reviewers are not out to destroy businesses—they take their jobs seriously and strive to be fair. In this article, well-known critics share their philosophies and methods of reviewing a restaurant.

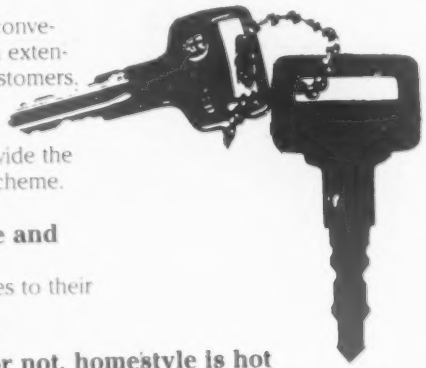
SPECIALS

17 Turn complaints into gold
Your most important reviewers are your customers. You may not want to hear their complaints (and in fact, only one out of three customers who have a complaint will tell you about it), but your customers' critical comments can lead to very positive results.

18 Behavior-based interviewing
With the labor market being as tight as it is, the pressure to hire the right people is more intense than ever before. Here are some solid interviewing techniques to help you examine an applicant's qualities.

18 Hiring for personality
Is there a secret to hiring the right service-oriented people to work in your restaurant? According to one successful restaurateur, the secret is finding people who will offer the "gift of friendship."

21 Valet parking—is it for you?
Valet parking can be a boon to business, a convenience your competitor doesn't offer and an extension of the red-carpet treatment you give customers.



24 Ahhh . . . glorious heights
Look up for inspiration. The ceiling can provide the focal point for a restaurant's entire design scheme.

26 Museum restaurants—where palette and palate meet
Museum restaurants are adding artful touches to their menus to attract the business-lunch crowd.

28 Updated or not, homestyle is hot
Judging from the winners of the 1989 National Restaurant Association Great Menu Contest, "retro" is in. Nostalgic menus—and the food items they feature—convey a comfortable sense of familiarity.

33 So your senior wants to go to a hotel and restaurant school
Career opportunities in the ever-expanding service sector continue to lure students into university hotel and restaurant management programs. Here are some pointers if you are helping a senior choose the right school.

Cover photo by Max Hirschfeld

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- ☐ Wine-festival auction raises more than $45,000
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Monterey Wine Festival auction raises more than $45,000

National Restaurant Association Director and Monterey Wine Festival Chairman Dick Cregar was the highest bidder at the fourth annual Monterey Wine Festival Auction, which raised more than $45,000 for scholarships to further viticultural studies. Above, Cregar proudly displays his purchase, an 18-liter reserve Cabernet Sauvignon from J. Lohr Winery, which went for $1,600.

More than 1,000 foodservice operators, viticultural experts and wine buffs attended this year's festival, held March 12–14 in Monterey, CA. Attendees sampled some 800 California wines during the two-and-a-half-day event.

INFO '89 examines service

Photo courtesy of Nation's Restaurant News

Independent operators from across the country gathered in Monterey in March to examine the pressing issue of the 1990s—service. Attendees shared some of their ideas and expertise in a case study of a troubled restaurant. Here, Fortunaldo Evangelista of La Hacienda, New York; Thomas Kershaw, association director and owner of Hampshire House, Boston; and Jim Sands of Boss Tweed, Bellingham, Washington, are hard at work.

Food pros fight fat

They came from New Orleans, Chicago, New York, Houston and Denver. Chefs, cookbook authors, food writers, reporters and nutritionists gathered for 24 hours in Palo Alto, California, for a brainstorming session. The objective: to promote lower-fat eating habits among Americans, specifically by encouraging them to cook with less fat. And who is better qualified to lead the change than premier chefs who are pioneering lower-fat cooking concepts in restaurant kitchens, reasoned the Kaiser Family Foundation, a philanthropic organization headquartered in Palo Alto that has a long-term commitment to improving the health and well-being of Americans. The foundation is promoting the education campaign called Project LEAN (Low-fat Eating for America Now).

In addition to encouraging Americans to eat less fat, Project LEAN hopes to increase the availability and accessibility of low-fat food in both restaurants and supermarkets.

Recipe development was the primary purpose of the California winter meeting. The chefs and cookbook authors were charged with developing recipes geared to the home cook. The recipes will be featured in *Better Homes and Gardens* magazine and will be printed in a brochure for consumers.

Three working groups were formed: one for fish, poultry, soups, sauces and hors d'oeuvres; one for combination dishes, vegetarian dishes, dairy products and dressings; and one for desserts, cakes and pastry. After exchanging ideas within their groups, the participants chose assignments based on their interests and expertise. They recommended the reduction rather than total elimination of most high-fat ingredients and the dissociation of low-fat foods from the diet-food image.

Taste is a prime concern for chefs when modifying the fat content of their recipes. Emeril Lagasse, of Commander's Palace in New Orleans, said he relies on a Creole spice blend, which contains no salt, to intensify the flavor of his "Creole light" dishes. Kelly Mills, chef de cuisine at the Four Seasons Clift Hotel in San Francisco, uses seasonal and regional ingredients in the hotel's "alternate cuisine." And Madeleine Kamman, now at Beringer Vineyards, has found cornstarch-thickened broth or buttermilk powder combined with a small amount of olive oil to be acceptable substitutes for butter on vegetables, while oat bran plus a small dab of butter adds that missing slip to low-fat watercress soup.

The longer low-fat cooking techniques are practiced, the easier it gets to use them, reported Tom Ney, executive chef of Rodale Food Center in Emmaus, Pennsylvania. "I'm at a point where I develop a recipe on the computer before I go to the kitchen. This way I get the nutritional analysis and make changes accordingly before I create the dish," explained Mark Erickson, CMC, director of culinary education at the Culinary Institute of America in Hyde Park, New York.

The participants agreed that the time is right to incorporate more nutritious selections into restaurant menus. The restaurateurs in the group emphasized the need to market low-fat menu items. "Marketing is essential. You need to add sizzle and give low-fat menu items as much creativity,

Makes: 1 dozen muffins

Ingredients:
¾ cup oat bran
¾ cup whole-wheat flour
¾ cup lightly packed brown sugar
1 ½ tspn. cinnamon
1 tspn. baking powder
1 tspn. baking soda
1 cup golden raisins
1 cup mashed or canned cooked pumpkin
2 eggs, slightly beaten
3 Tbs. vegetable oil
⅔ cup buttermilk

Method:
Heat oven to 400° F. Prepare muffin pan with paper liners or nonstick spray. Set aside.

In a large bowl, combine oat bran, flour, sugar, cinnamon, baking powder, baking soda and raisins. Mix thoroughly.

In a large measuring cup, combine pumpkin, eggs, oil and buttermilk.

Add liquid to dry ingredients all at once. Stir with a fork until combined. Do not overmix.

Spoon into prepared pan. Bake for 25 minutes or until firm to touch.

Nutritional analysis per muffin:
185 calories; 5 grams of fat; percent calories/fat: 24 percent

—Courtesy of Cafe Quadrus and the Kaiser Family Foundation

quality and variety as the regular items," warned Lagasse.

The chefs will meet again in the fall at *Better Homes & Gardens*, where they will produce their creations at the Project LEAN cooking challenge. In an early 1990 issue, the magazine will produce a major food story featuring some of the recipes and the cooking professionals who created them.

—Claire Regan, R.D.

Restaurateurs help launch Tourism Week, May 14-20

When the National Travel and Tourism Council launches National Tourism Week at its annual luncheon on May 5 in Washington DC, the restaurant industry will be there. Key House and Senate staffers who attend the luncheon will be treated to a "Sweet Taste of America"—signature items donated by the Vermont Sugar House (South Royalton, VT), Mr. B's (New Orleans), Virginia Diner (Wakefield, VA), Mrs. O'Day's Delightful Cookies (Gaithersburg, MD) and Dollie's (Rehoboth, DE). One lucky luncheon guest will be treated to a dinner for two at Haussner's in Baltimore, Maryland.

The purpose of National Tourism Week is to spread the word about tourism's importance to the nation's economy.

New coalition to educate consumers about wine

The surge in Neo-Puritanism—the social movement that would usher in a more austere and restrictive lifestyle—may be dampening wine sales, industry analysts reported during a Winemakers of California meeting in Washington in April. Reform-minded individuals and organizations are grouping wine and other alcoholic beverages with substance abuse on the one hand and with smoking on the other, thereby tarnishing the image of this age-old beverage.

That is one reason why California winemakers believe it is time to launch The National Wine Coalition—"an organization of winemakers, industry allies and wine consumers dedicated to preserving wine's social and cultural values, and retaining the privilege to act as responsible adults in the selection, purchase and moderate consumption of this traditional beverage without undue restriction."

"This project is bigger than just California," says Wine Institute President John De Luca, whose organization is funding the coalition. "Anyone who has any stake in the wine industry or who just enjoys wine with their meals, has something to gain from the coalition. We're going to broadcast the story of wine's contributions to culture and society. With the plethora of warning labels, signs and unsubstantiated claims made by an assortment of reform-minded organizations, the consumer has a right to know the values and pleasures of wine when used intelligently and in *moderation*." (Studies show that wine is drunk primarily with meals and during celebrations.)

Although the coalition will focus primarily on public education and promotion, it may also be involved in selected lobbying. It will be headquartered in New York, with offices in Washington DC. For information, contact the coalition at 505 Broadway, New York, NY 10012, (212) 925-2280.

Taste, Mimi Sheraton–style

No issue on restaurant critics would be complete without mention of Mimi Sheraton. As Thomas John Kelly so aptly wrote in *The Cornell Quarterly* last May, she is "the nation's most famous (some restaurateurs would prefer infamous) restaurant critic."

Former restaurant critic for *The New York Times* and currently food writer for *Time* and food editor and critic for the *Conde Nast Traveler*, Sheraton is making quite a splash in the restaurant community with her newsletter—*Mimi Sheraton's Taste*.

Although the newsletter focuses primarily on the New York restaurant, food and hotel scene, it does include out-of-town reviews in its "Beyond New York" column, as well as random tidbits from the world of food called "morsels." Despite its regional concentration, *Mimi Sheraton's Taste* has become a benchmark for many in the industry because of its forthright and intelligent reporting and comprehensive reviews.

Each of the last 15 issues has been at least eight pages long and has contained five to seven indepth restaurant reviews. The newsletter is published 10 times a year. Cost: $48 a year; $79 for two years. For more information, write P.O. Box 1396, Old Chelsea Station, New York, NY 10011.

Restaurants USA interview

Bob Kerrey: Restaurateur in the Senate

Senator Bob Kerrey (D-NE) is the first member of the National Restaurant Association to serve in the U.S. Senate. Kerrey is a co-owner of Grandmother's Restaurants, a company that began in 1973 with one unit in Omaha. Today there are six flourishing units in Omaha and Lincoln, which employ more than 600 workers. Kerrey takes a no-nonsense approach to getting things done. A moderate Democrat who served a highly successful term as governor of Nebraska from 1982 to 1986, he is widely acknowledged as a rising young star of the U.S. Senate.

Senator Bob Kerrey: at home on the Hill and in his Nebraska restaurants.

***Restaurants USA:* How has your background as a restaurateur prepared you for politics?**

Kerrey: The two professions have a lot in common. Both are competitive and public-oriented. You get an immediate round of applause or boos for the way you do the job.

Most important, my experience in restaurants gives me a "policy foundation." Everyone comes into politics with a foundation of experience that gives them a point of view, a sense of the "right" way to do things.

A lot of my ideas were shaped by my experience building our first restaurant. We went from acquiring the land to taking out permits to getting the land rezoned to dealing with inspectors. We got to know the labor department, the liquor-control department, the fire marshal and all the health and environmental people. I found out the hard way that the restaurant industry is heavily regulated and involves a lot of contact with government.

***RUSA:* What is your position on the issue of raising the minimum wage?**

Kerrey: I think the minimum wage ought to go up. However, I would be a strong opponent of any future indexing of the wage, and I think the Kennedy bill, which would take the wage to $4.65, pushes the rate too high. Everyone understands that if the minimum wage goes to $4.65, inflation will rise.

But we're crazy to try to defend $3.35. The pressure on the minimum wage is a consequence of not having adjusted it for eight years. $3.35 an hour means $6,900 in annual income for a full-time worker. This puts pressure on both [adult] members of a family to work and creates extra problems. Businesses argue for the marketplace to take care of things, but the reality is that the marketplace does not do this.

I think small business needs to come in and say $3.35 is too low. If we wait longer than eight years, at some point you'll just get people out there who will force something on us.

***RUSA:* How about parental leave?**

Kerrey: I would not mind a parental-leave bill that provided a generous exemption for small businesses. I don't like the part of the bill that allows medical leave for workers, because the threshold for eligibility is just too low. There's a lot of potential for mischief there.

With parental leave, it's a clear deal. You've got the baby to prove you need the leave. With medical conditions, "time off" requests could cover a bad back, a bum knee, some time off to look for a new job and other things.

***RUSA:* What can restaurant operators do to avoid a mandate?**

Kerrey: The bills to require parental leave or employer-provided health insurance are a response to changes in our society. I think they would be unnecessary if we worked together to respond to these changes.

Small businesses must participate with more confidence in solving problems, rather than simply opposing them and reacting negatively to proposals that others are making.

We need to let people know we are paying the highest health insurance rates around. They need to know that high health costs, training costs and absentee costs are a great risk to the small-business person. It's a bigger concern to us than to anyone else.

Health care is eating us alive. We're cutting way back on benefits to hold costs where they are, but we've got a responsibility to our employees to figure out how to help those who are medically indigent. For these people, a single medical incident could cause impoverishment. This is one